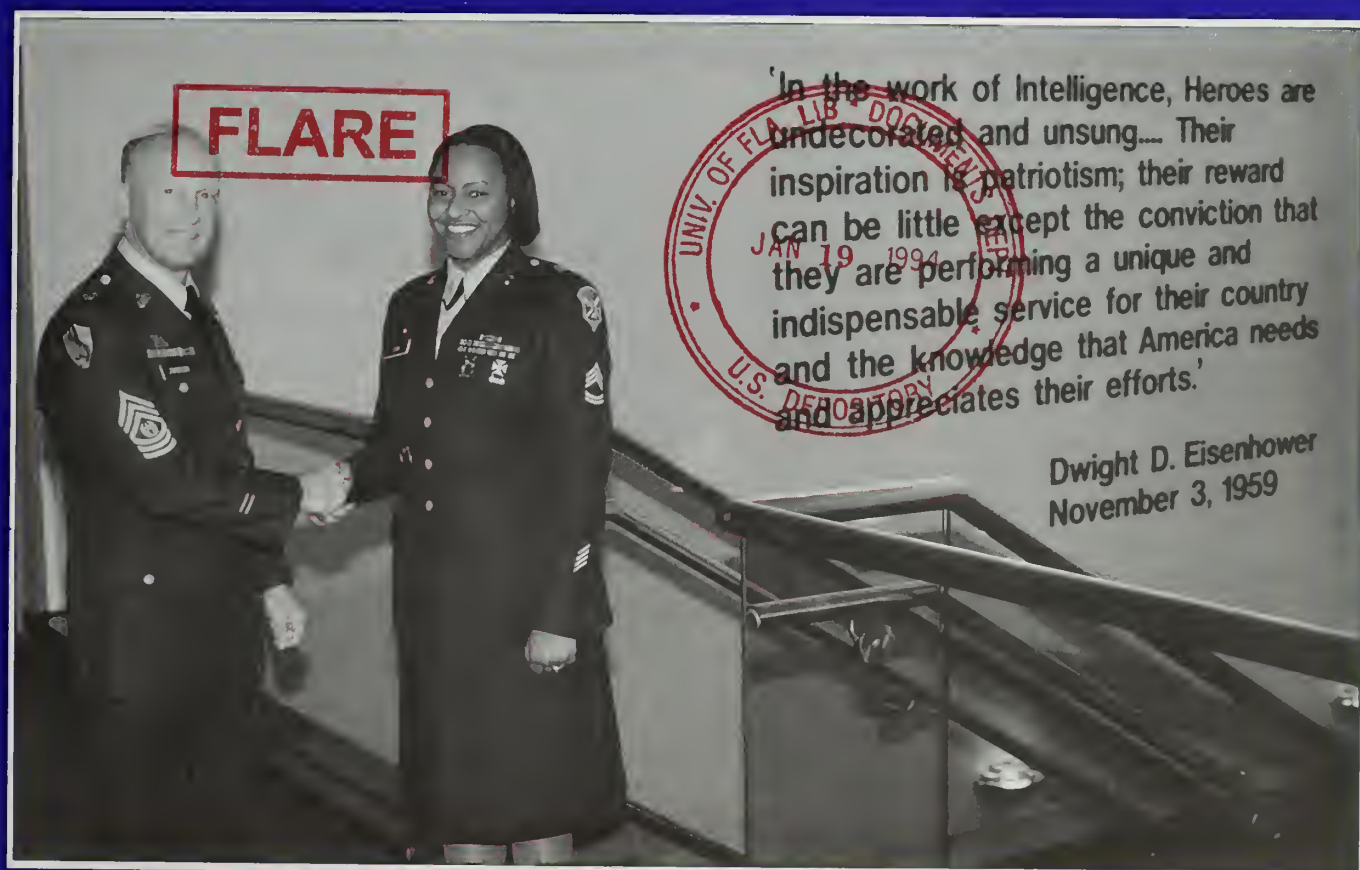


January 1994

INSCOM JOURNAL



- Blake Named INSCOM Retention NCO of the Year
- 513th Moves to Fort Gordon
- CIC Vets Lay Wreath on 'Day of Remembrance'
- INSCOM Proponency Branch Formed



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Cover Photo: INSCOM Command Sgt. Maj. Art Johnson congratulates Sgt. 1st Class Victoria C. Blake on her selection as INSCOM Retention NCO of the Year.

(Photo by T. Gardner Sr.)

Shalikashvili Calls for U.S. to Remain Involved

By Jim Garamone

The new chairman of the Joint Chiefs of Staff called for the United States to remain committed worldwide while saying U.S. power is finite.

Army Gen. John M. Shalikashvili told those gathered to witness his official swearing-in at the Pentagon that the United States must make hard, painful choices in this new world.

"Now that the simpler world of bipolar confrontation has entered the pages of history, we must have strategic priorities, to order our efforts, our expenditures and our risks," he said.

These choices do not mean the United States must step back from the world, but just the opposite. "We need to remain active and vigilant, but we must invest our energies, our efforts, our resources and our good will where they will do the nation and the world the most good."

He said President Bill Clinton has made it clear the United States will not waste the opportunities presented by the end of the Cold War nor avoid the challenges of the new era. This policy will enable the United States to remain a beacon of hope, freedom, opportunity and human dignity throughout the world, Shalikashvili said.

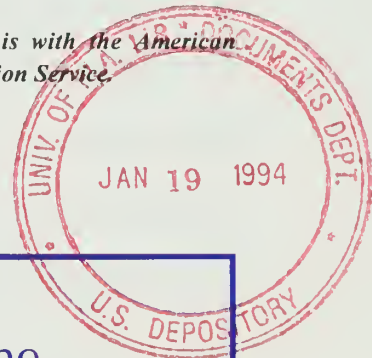
He said the armed forces will continue to play a decisive role in the U.S. journey to greatness. "America's men and women in uniform were there when our forefathers turned a dream into a nation," he said. "They were there to fight for this 'more perfect union.' They were there as we pushed westward into a new continent. And they were there to help rescue the world from tyranny no fewer than three times this century."

For more than 200 years, the military's task has been to be prepared to fight, he said. "And so it is today. We, who wear our country's uniforms,

have the responsibility to be ready, to answer the call, whenever it should come... All Americans are enormously proud and confident of their armed forces. But it is a trust we must continually earn."

Shalikashvili also said the country owes its servicemembers its support. "When we must ask them to go in harm's way, as must we will, let us do so in the certain knowledge that we have done all in our power to make them ready and that the families they leave behind have the care they so richly deserve," he said. "We owe them no less, for they are our most precious asset; they are America." ❖

Mr. Garamone is with the American Forces Information Service.



The Staff of the
INSCOM Journal
wishes you a
**Happy AND
PROSPEROUS
NEW YEAR**

Looking Ahead in '94

Maj. Gen. Paul E. Menoher Jr.

This is my first article in 1994, and let me start by wishing all of you a very happy, prosperous and productive New Year. From my perspective, all indicators point to a very successful 1994 for an intelligence command.

As I pointed out in my *INSCOM Journal* article last month, we have a lot of changes planned for this year including: consolidating major elements of the 513th MI Brigade at Fort Gordon, Ga.; activating the Gordon Regional Signal Intelligence Operations Center; assuming command of

(CMISE) at each of our corps. These actions will add to our overall capabilities and enable us to provide even better support to combat commanders at all echelons.

Speaking of support, I have completed my first round of visits to all of the INSCOM brigades. I was uniformly impressed with not only what you are doing, but also the support you are providing to combat commanders in your areas of responsibility. All to whom I talked were extremely satisfied.

In particular, the 501st MI Brigade continues to get high marks from the commander-in-chief, U.S. Forces, Korea; and the commanding general, Eighth Army; and the 500th and 703rd MI Brigades received kudos from the I Corps and 25th Infantry Division commanders and G2s for their support to the 25th Division's Basic Combat Training Program warfighter, and the support the 500th's CMISE is providing to I Corps. The commander, XVIII Airborne Corps, and his G2 were similarly upbeat about the support being provided by the 513th MI Brigade's CMISE, and III Corps has similar sentiments about the support it is receiving from their CMISE from the 513th. The commander-in-chief, U.S. Army, Europe; and commanding general, V Corps; spoke positively about the support being provided by the 66th; and commander, U.S. Army South, and J2, SOUTHCOM, gave high praise for the support being provided to them by the 470th MI Brigade.

However, we can never rest on our laurels. As I've said before, to stay relevant to the needs of our force projection Army, every element of an in-



telligence command must not only think through how we must operate and be equipped to support contingency operations, they must also exercise with their supported commands to refine their concepts and train their units. The theater brigades are doing this, but all INSCOM units must be prepared to contribute by providing either split-based or deployed support, either as the primary or as a reinforcing contributor.

I'm routinely asking commanders to do a laydown of how they would provide support to representative contingencies. Once approved, I expect these contingency concepts to be exercised, so we can execute them flawlessly. We are an essential element in the overall intelligence architecture, and we must ensure we are always prepared to perform our role in providing seamless intelligence support to commanders. The bottom line is: *When we are needed in 1994, we will be there ... trained and ready ... SEND US!* ✕

***The bottom line is:
'When we are
needed in 1994,
we will be there ...
trained and ready
... SEND US!'***

Bad Aibling Station in Germany; beginning the merging of the Intelligence and Threat Analysis Center and the Foreign Science and Technology Center into the National Ground Intelligence Center; fielding the new advanced electronic warfare system, the Army High Frequency Electronic Warfare System; and continuing to build our Corps MI Support Elements

Taking Steps to Keep Quality Soldiers

Command Sgt. Maj. Art Johnson

I think every noncommissioned officer understands the importance of our NCO Education System. We have gone to great lengths to make it clear that promotions are tied to NCOES. To attend, you must meet prerequisites, and to graduate, certain standards must be met. If you do not meet enrollment criteria, you will be sent back to your unit, and a seat goes unfilled. An empty seat not only costs the government money, but it denies another fully qualified NCO the opportunity to attend school.

The main reason NCOs are denied enrollment and are returned to the unit is failure to meet height/weight standards in accordance with Army Regulation 600-9. I believe that I have heard every excuse possible as to why height/weight standards were not met. There is no excuse for an NCO to report to school not within the standards.

Every NCO knows what the standards are, yet we still have NCOs reporting to school overweight. What this tells me is that the NCO support channel is not getting involved in these cases. Overweight NCOs who leave the command for school are set for failure, and the results can be devastating. This is especially true when an Advanced NCO Course selectee is returned to the unit. Army Regulation 600-9 clearly states that soldiers arriving at any Department of the Army Board Select School, who do not meet body composition standards, will be processed for disenrollment and, if applicable, removed from the DA Board Select List.

As we continue to resize the Army and take steps to keep quality soldiers, NCOES enrollment denial will be a

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determining factor in a soldier's retention.

The Advanced and Basic NCO Courses are Department of the Army funded. Noncommissioned officers attend at no cost to the unit. However, there is a big cost to the Department of the Army — take a look at the figures:



Round Trip Cost	
Parent Unit	To Fort Huachuca
Korea	\$1505
Germany	\$1400
Hawaii	\$ 700
Panama	\$ 745
East Coast	\$ 646

NCOES Meal Costs	
ANCOC	\$2100
BNCOC	\$2730

Additionally, one class seat for ANCOC or BNCOC costs the government \$5,223. The Army is willing to spend a great deal of money to ensure that we are trained, and it is our responsibility to make the most of it.

One last point — when our NCOs are given the opportunity to attend schools, we should do everything in our power to allow them to attend. Before deferring a soldier, ensure there is truly a need. Keep in mind that this is our Army, and we are charged with keeping it strong and ready. ✱

SILENT WARRIORS!

Dual Retention NCOs Square Off for Department of the Army Competition

By Master Sgt. Joan Fischer

INSCOM's Sgt. 1st Class Victoria C. Blake, 741st Military Intelligence Battalion, 704th MI Brigade, swept past four other NCOs during the 1993 Retention NCO of the Year competition, winning the title and advancing to the Department of the Army's board set for early 1994.

Once there, she'll be competing against a familiar face for Army honors — her husband, Sgt. 1st Class Joe N. Blake, Military Traffic Management Command, Rotterdam, Netherlands.

Her husband, who was on hand during her board, said he was very happy for her, and that she definitely deserves the INSCOM title.

"I know she's competitive, and she's good," he added.

Those words were echoed by Col. William M. Robeson, INSCOM's Chief of Staff, while announcing the winner following the Nov. 9 competition at the INSCOM headquarters at Fort Belvoir, Va.

"It's remarkable to me that every year the quality gets better and better and better," he said. "Retention is the program that delivers the good folks."

Blake first had to win the brigade-level board before advancing to INSCOM. She has been in the 00R military occupation speciality (retention/recruiting) career field for four years following a transfer from the 71L administrative career field. This was her first opportunity to compete.

Unlike most military boards, where study guides abound and follow a traditional questioning scenario, the retention board focuses on subjective questions where there's no right or wrong answer. Lead by the president

of the board, Command Sgt. Maj. Art Johnson, board members judged an individual's ability to take a program and shape it to meet the commander's needs.

"We have certain guidelines on what they have to do; but they're left to set up a system that works for them," said Master Sgt. Irene A. Castro, INSCOM's Retention Office operations NCO.

The questions draw out how the NCOs manage their programs at the battalion level, and how they ensure all soldiers leaving the military are aware of Reserve options, said Castro.

Besides their own one-person offices, the retention NCOs also train and supervise company-level retention clerks who perform the unit jobs as additions to their regular jobs.

"I teach them the administrative portion and familiarize them with the regulations," said Blake. "Once they're familiar with the regulation, it's fine-tuning. But they have to have the desire (to succeed)," she added.

Besides being the retention NCO in the largest INSCOM battalion, the



Sgt. 1st Class Victoria C. Blake, 741st Military Intelligence Battalion, 704th MI Brigade, and her husband, Sgt. 1st Class Joe N. Blake, Military Traffic Management Command, Rotterdam, Netherlands, will compete against each other for the Army's Retention NCO of the Year honors.

14-year Army veteran said she met 104 percent of the retention goal for initial termers in fiscal year 1993, and 119 percent on mid-careerists.

Blake's percentages spoke well for her and her unit during the board proceedings. "It was a good opportunity for me to appear in front of the board. By winning, I feel rewarded for my work," said Blake. Her competition consisted of one other sergeant first class and three staff sergeants, each representing a different INSCOM brigade.

Blake will receive an all-expense paid trip for her and her family to attend the opening gala of the military's newest Armed Forces Recreation Center near Disney World in Orlando, Fla., for winning the Retention NCO of the Year award.

Her own career field is overstrength, and some are eligible for early retirement from the military. Blake said she had considered retirement as a way to join her husband of seven months, but the idea didn't last very long; she enjoys the Army.

Her husband said he's trying to get stationed with her at Fort George G. Meade, Md., by letting the system work. INSCOM's Retention NCO of the Year said their career manager has had a 100 percent success rate of stationing dual 00Rs together.

Facing each other as Department of the Army competitors doesn't faze the couple. Their only regret is not being able to study together and practice their responses to various scenarios. That way they'd have an even better chance of keeping the Department of the Army Retention NCO of the Year honors in the family. ✱



Sgt. 1st Class Victoria C. Blake receives her award from Col. William M. Robeson, INSCOM's Chief of Staff. In addition to her other prizes, Blake won an all-expense paid trip to the gala opening of the newest AFRC facility near Disney World in Orlando, Fla.



The finalists in the 1993 INSCOM Retention NCO of the Year Competition, each representing his or her unit, pose outside of INSCOM Headquarters at Fort Belvoir, Va. They are (left to right) Staff Sgt. Kenneth D. Wooldridge, 532nd MI Battalion, 501st MI Brigade, Korea; Staff Sgt. Ernest L. Tabor, FMIB, 513th MI Brigade, Aberdeen Proving Ground, Md.; INSCOM Retention NCO of the Year Sgt. 1st Class Victoria Blake, 741st MI Battalion, 704th MI Brigade, Fort George G. Meade, Md.; Sgt. 1st Class Nancy J. Neises, 527th MI Battalion, 66th MI Brigade, Augsburg, Germany; and Staff Sgt. Douglas J. Ports, 733rd MI Battalion, 703rd MI Brigade, Hawaii.

Arlington Wreath-Laying Marks CIC Veterans 'Day of Remembrance'

By Ellen Camner

The revered Tomb of the Unknowns was the scene of an impressive and solemn wreath-laying ceremony Nov. 10 at Arlington National Cemetery. The annual Army Counter Intelligence Corps Veterans "Day of Remembrance" was commemorated in honor of fallen comrades in the CI family who lie at Arlington.

The official party laid the colorful wreath, followed by the mournful playing of "Taps." They included retired Brig. Gen. Roy Strom; Virginia Windmoeller, wife of deceased veteran Henry Windmoeller; Harry Fukuhara, special consultant to INSCOM Commander, Maj. Gen. Paul E. Menoher Jr. and Military Intelligence Hall of Fame honoree; and Lee Furbush, retired CI veteran. A contingent of other corps members watched.

The deeply emotional ceremony, took place at the most symbolic site at Arlington Cemetery. The solemnity of the occasion was almost palpable, as the official party took slow, measured steps up to the monument and gently placed the memorial wreath in front of the Tomb of the Unknowns.

The monument stands atop a hill overlooking Washington, D.C., and its inscription holds a special place in the hearts and minds of the American people:

**HERE RESTS IN
HONORED GLORY
AN AMERICAN
SOLDIER
KNOWN BUT TO GOD**

Col. Stuart A. Herrington, director of the Army Foreign Intelligence

Activity at Fort George G. Meade, Md., represented the INSCOM commander. Herrington described the occasion as "very dignified and moving."

Strom, former Commandant of the U.S. Army Intelligence Center and School at Fort Huachuca, Ariz., and now an Arizona rancher, recounts his feelings about the significance of the event.

"When I was called by the Army CIC Veterans to see if I would fly to Washington on my own for the ceremony, I thought it over for about 30 seconds. I realized that it was some-

thing I really wanted to do — for my Army, for my country and for the association — and that we need to take time to show respect for those who have gone before us.

"When I held the wreath in my hands, I looked over at the Tomb of the Unknowns and thought, 'This is that time for me, and I'll probably do it again in the years to come,'" said Strom.

"It was a very memorable occasion, because it was in remembrance of those who have passed away," said Fukuhara of his first such experience at Arlington Cemetery. "It was nice to see familiar faces again — a



Photos by Robert J. Bills

The Army Counter Intelligence Corps Veterans were represented by an official party that placed the wreath (background) at the Tomb of the Unknowns. From left are Harry Fukuhara, retired Brig. Gen. Roy Strom, Virginia Windmoeller and Lee Furbush.



The official party representing the Army Counter Intelligence Corps Veterans prepares to place the wreath at the Tomb of the Unknowns in honor of CIC veterans buried at Arlington National Cemetery. From left, the official party consists of Lee Furbush, Harry Fukuhara, Roy Strom and Virginia Windmoeller.

worthwhile trip." The retired CI officer, who lives in Arizona, was inducted into the MI Hall of Fame in 1992.

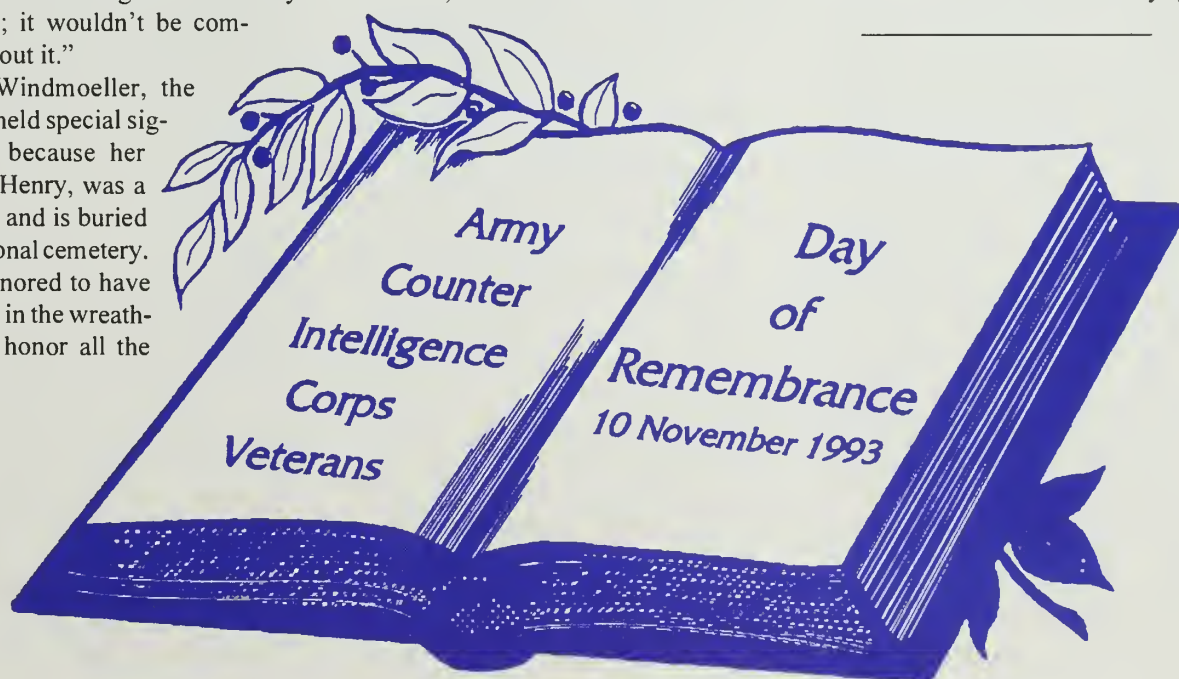
The changing of the guard took place during the wreath-laying ceremony. "I've seen it before," said CI Corps member Furbush. "I believe it's one of the most impressive ceremonies that exists. For me to have been chosen to be a part of this is a great honor. I cry at "Taps"; it wouldn't be complete without it."

For Windmoeller, the occasion held special significance because her husband, Henry, was a CI officer and is buried at the national cemetery. "I was honored to have taken part in the wreath-laying to honor all the

veterans who served their country. Their deeds and dedication to duty, at home and in far-off lands, preserved our security and will remain known to only a few.

"I especially want to mention those in the MI field and thank the CI veterans for giving me this opportunity. Widows are invited to be members of the association and to take part in its activities," said Windmoeller.

The Army Counter Intelligence Corps Veterans was organized over a decade ago and promotes a sense of national unity, patriotism and sound citizenship through public information, publications and activities. The association provides scholarship aid to children and grandchildren of those associated with the intelligence services of the armed forces, and stresses camaraderie within the CI family. ✻



INSCOM Announces 1993 Keith L. Ware Winners

By Phoebe Russo

The *Dagger*, the 66th MI Brigade command newspaper, lead the INSCOM publications in the 1993 Department of the Army Keith L. Ware Journalism Competition by achieving an honorable mention in Category B, "Army-Funded Newspapers, Other," in the Department of the Army competition as announced Nov. 24.

The Secretary of the Army sponsors the annual competition, which recognizes journalistic excellence in 20 print and 20 broadcast categories. The competition is named in memory of Maj. Gen. Keith L. Ware, a former Army Chief of Public Affairs. He received the Medal of Honor in World War II and was killed while commanding the 1st Infantry Division in Vietnam in 1968.

Staff Sgt. Lisa M. Hunter, editor of *The Dagger*, was named INSCOM Journalist of the Year. She then competed for the Paul D. Savanuck Military Print Journalist of the Year Award at the Department of the Army Level. This award was named in honor of Staff Sgt. Paul D. Savanuck, who was killed in Vietnam in 1969 while working for the Pacific Stars and Stripes.

In INSCOM's own 1993 Keith L. Ware Journalism Competition, many quality entries were submitted. INSCOM's winning entries were announced Nov. 8 and were forwarded to the DA competition. Winners of the DA competition are submitted to the DoD Thomas Jefferson Print and Broadcast Journalism Awards Competition.

The judges for this year's INSCOM competition were from *SOLDIERS Magazine*, Armed Forces In-

formation Service and the Fort Belvoir Public Affairs Office.

In addition to promoting excellence in journalism, these winners made important contributions by telling the INSCOM and the U.S. Army story for the past year. The competition covers articles published Oct. 1, 1992, through Sep. 30, 1993. The winners, representing INSCOM in the Department of the Army competition, were:

Army-Funded Newspapers, Large

First Place: *Kunia Underground News*, 703rd MI Brigade
Staff Sgt. Paul J. Ebner, Editor

Army-Funded Newspapers, Other

First Place: *The Dagger*, 66th MI Brigade
Staff Sgt. Lisa M. Hunter, Editor

News Feature Magazines

First Place: *INSCOM Journal*
Mrs. Phoebe Russo, Editor

Second Place: *Alamo Wrangler*, 748th MI Battalion
Spc. Rachel Vietor and Spc. Michael Gonzales-Yi, Editors

Third Place: *Mirage*, 513th MI Brigade
Staff Sgt. Edith Davis, Editor

News Articles

First Place: Staff Sgt. Paul J. Ebner, 703rd MI Brigade

Second Place: Staff Sgt. Lisa M. Hunter, 66th MI Brigade

Feature Articles

First Place: Ellen Camner, HQ, INSCOM



Maj. Gen.
Keith L. Ware

Second Place: Staff Sgt. Lisa M. Hunter, 66th MI Brigade

Third Place: Staff Sgt. Paul J. Ebner, 703rd MI Brigade

Honorable Mention: Deborah Sellers, HQ, INSCOM

Editorials/Commentaries

First Place: Command Sgt. Maj. Luther Moore, Jr., 66th MI Brigade

Second Place: Staff Sgt. Lisa M. Hunter, 66th MI Brigade

Picture Stories

First Place: Staff Sgt. Lisa M. Hunter, 66th MI Brigade

Feature, News, or Sports Photo in Support of a Story

First Place: Staff Sgt. Lisa M. Hunter, 66th MI Brigade

Special Achievement in Print Media

First Place: Dr. John P. Finnegan, HQ, INSCOM

INSCOM Journalist of the Year

Staff Sgt. Lisa M. Hunter, 66th MI Brigade

PROTEUS Delivers Tomorrow's Technology Today

By Maj. Carl W. Hunt

"Stand by, Fort Hood," said Chief Warrant Officer Kevin Kenney, of ITAC. "We have some video on the way to help clarify that last report."

Spc. Traci Thompson, 303rd MI Battalion, III Corps, Fort Hood, Texas, immediately saw a window pop up on her Sun Sparc 10 workstation. Her interactive video session with Kenney was temporarily replaced with an unmanned aerial vehicle (UAV) video while both shared a national imagery product on an electronic white board. An electronic white board, which replaces the chalk board in today's office environment, allows workstation users to electronically interact with writing or drawing tools.

On an adjacent workstation, Thompson's partner, Sgt. Gary Martin, also of 303rd MI Battalion, completed softcopy exploitation of an image previously provided by the U.S. Army Intelligence and Threat Analysis Center, and pasted it into an electronic document.

Kenney, Thompson and Martin were participating in an interactive imagery exploitation session during a PROTEUS demonstration on Sept. 17, 1993. During this advanced technology demonstration, PROTEUS linked the Intelligence Contingency Readiness Center at Fort Hood and the Foreign Science and Technology Center at Charlottesville, Va., to ITAC in Washington, D.C., which in turn is DoD's hub for a major tactical to strategic wide-area network called SINON (Strategic Integrated Network for Operations Networks). As the critical link



Chief of the Computer Services Division at ITAC, Jon Lewis, briefs Dr. Barry Horton (right), principal deputy to the OASD-C3I, his executive officer, Lt. Col. Annabelle Solis, and Lee Hammarstrom (rear), thrust leader of Global Surveillance and Communications, DDR&E.

between these tactical and strategic networks, ITAC hosted the demonstration and numerous distinguished Department of Defense and intelligence community observers.

PROTEUS, named for the sea god who could assume different shapes, showcased new communications capabilities and revolutionary processes. As part of DoD's Global Grid Program, PROTEUS brings high speed communications to tactical echelons. Its asynchronous transfer mode (ATM) transport protocols significantly increase data speeds across both local and wide-area networks. The PROTEUS local-area network reached 140 megabits per second, while wide-area network speeds ran at 45 mbs, representing dramatic improvements over traditional DoD networks.

Network speeds were only part of the demonstration. PROTEUS also fused several applications. Interactive video in a window was one of the most valuable. The video window allows operators at distant ends to actually meet and develop useful dialogues. Operators at Fort Hood, FSTC and ITAC were both visually and audibly present on each other's workstation.

PROTEUS, also billed as a showcase for intelligence dissemination re-engineering, proved successful on all accounts; observers and participants alike were impressed and agreed unanimously that dissemination was significantly enhanced. Each imagery product was delivered through the network electronically — from sensor to distant end. Combined with ATM, throughput was greatly increased.



Chief Warrant Officer Mary Ellen Dixon explains PROTEUS' softcopy imagery exploitation and dissemination process to Brig. Gen. Trent Thomas, deputy DCSINT.

The first ITAC multimedia battlefield development plan was also electronically "delivered" by PROTEUS. ITAC's multimedia documents combine traditional text elements with charts, pictures, graphics, audio and video, in a hypertext environment that allows for high-speed search and retrieval as well as multiple document linkage.

Imagery products, UAV video and the BDP formed the basis of the scenario for PROTEUS applications. During the scenario, ITAC and Fort Hood interactively exploited imagery in a shared whiteboard. Both parties had access to a set of drawing and annotation tools for commenting on the image. ITAC then provided a UAV video clip to the analyst at Fort Hood that supported the imagery file. The video could have been introduced at Fort Hood, as the same basic tools were available at all three sites. FSTC also provided UAV video for network viewing.

ITAC offered further consultations by directing the Fort Hood analyst to pull down the BDP, access a certain segment of it, and view a human intelligence-obtained photo that provided an extreme close-up of the object shown in the imagery files. ITAC finally followed up with a newly-received imagery product that simulated the delivery of the latest intelligence of the area and target.

Fort Hood soldiers offered valuable feedback. Impressed with the initial capabilities, they suggested other ways that tactical users can apply finished intelligence products. Users in the field can greatly benefit from products formerly available to only a limited audience, according to the Fort Hood participants. The PROTEUS scenario allowed tactical users to notionally fuse all-source intelligence into a helpful tool for the commander.

The session described above was not an isolated demonstration. In October 1993, the Office of the Assistant

Secretary for Defense for Command, Control, Communications & Intelligence funded follow-on demonstrations through, at least, January 1994, resulting in acquisitions for required networking and encryption equipment as well as software. The PROTEUS project office is also forming a team of people to rapidly engineer and implement ATM and Global Grid technologies when needed.

PROTEUS follow-ons at Fort Hood and other sites mark the first "full-time" implementation of Global Grid technologies and provide a living

laboratory for testing concepts and applications in high-speed data environments. If successful, Global Grid/PROTEUS may soon link other DoD and Army programs like Joint Worldwide Intelligence Center System/ Joint Deployable Intelligence Support System and TROJAN/ASAS/WARLORD into super high-speed data highways that support transfer of any information anywhere on the globe.

As we continue to reengineer our communications delivery capabilities and fully integrate applications, commanders will soon benefit from the dramatic improvements. "We now have the tools — we have only to use them."



Maj. Hunt is the PROTEUS project officer, assigned to the U.S. Army Intelligence and Threat Analysis Center, Washington, D.C.

ITAC'S 'Fun Run' Builds Morale

By Lara Sanford

Some people do not associate the word "fun" with "run." However, the U.S. Army's Intelligence and Threat Analysis Center's semiannual event gave their employees and family members the chance to ride, run or walk 10 kilometers of wooded trails as a healthful and morale-building activity.

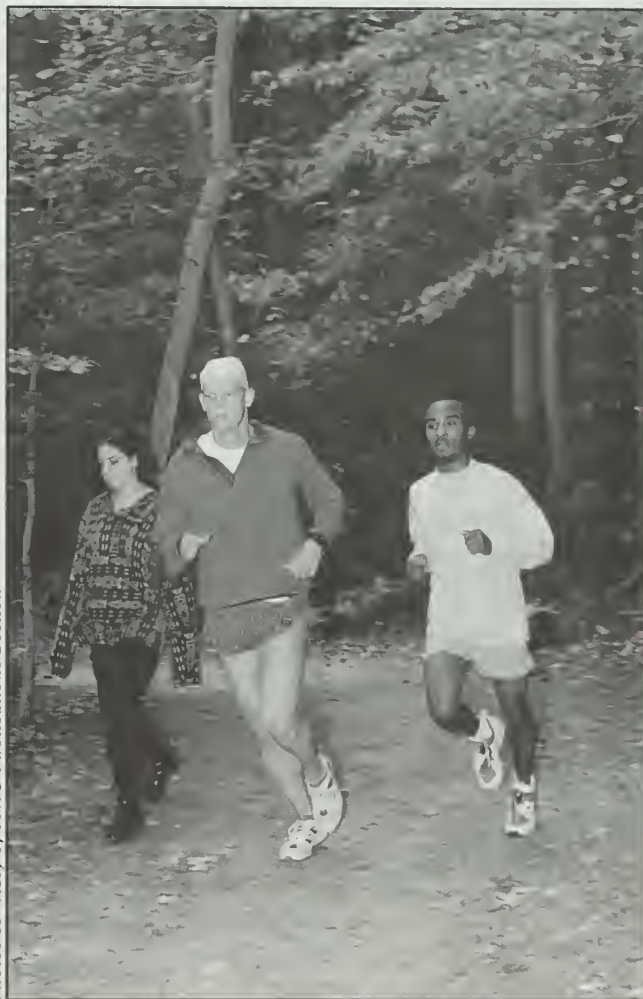
Held Oct. 8, ITAC's Semi-Annual Fun Run was on the Accotink trails in northern Virginia. The day's event was a success despite chilly, overcast weather.

ITAC employees and family members reported at 9 a.m. The run began at 9:45 a.m., after a motivational speech from the ITAC Commander, Col. Everett R. Yount Jr., who, after reminding the participants that "fun" was the mandatory part of the event, en-

couraged everyone to have an enjoyable and safe day.

Civilian and military enthusiastically conquered the rocky and wooded Accotink trails. Those on bikes went first, runners were second, those with pets hit the trail third, and walkers started last.

Many employees work together all year and never meet the spouses and children (or pets!) of



Photos courtesy of ITAC Publications Section

(Left) Bones (left) and his pal Charlie Sox enjoy themselves, and ...

(Above) Tracy Schenk strolls along the trail, while Sgts. Mark J. Rossin and Robert A. Meekins challenge each other at ITAC's fun run.

their colleagues. Activities like this bring them together. This ITAC fun run proved to be a great success. Participants biked, ran and walked toward good health; they had a chance to get to know one another and build morale—all for a better job performance! 🐾

Ms. Sanford is with the Research and Analysis Directorate, Asia/Americas Division, ITAC.



Proponency Branch Keeps Soldiers Informed

A new branch has been formed within the Office of the Deputy Chief of Staff for Operations at Headquarters U.S. Army Intelligence and Security Command. The Proponency Branch, within the Office of the Assistant DCSOPS - Force Readiness Division (A/DCSOPS-FR), has the mission of representing INSCOM major subordinate commands, soldiers and the headquarters to the various personnel proponents within the Army.

INSCOM is not a personnel proponent, but, rather, is committed to ensuring that INSCOM requirements and the needs of its soldiers are brought to the attention of the appropriate proponents as they study issues. Examples of personnel proponents include the commander, U.S. Army Intelligence Center and the commandant, U.S. Army Adjutant Generals School.

The most important function of the INSCOM Proponency Branch is to maintain communications with INSCOM units and INSCOM soldiers.

The Army personnel proponency system is governed by Army Regulation 600-3. Paragraph 2-15 of this regulation contains a detailed list of the specific responsibilities of personnel proponents. The responsibilities include recommending: changes to tables of distribution and allowances and tables of organization and equipment; classification by career field for inclusion in AR 611-101 (Commissioned Officer Classification System), AR 611-112 (Manual of Warrant Officer Military Occupational Specialties) or AR 611-201 (Enlisted Career Management Fields and Military Occupational Specialties); requirements for the development and revision of training; changes to Army policy relating to assignment details, transfers and special programs in peacetime and upon mobilization; establishing and maintaining communications with soldiers and representing the professional interests of soldiers.

The INSCOM Proponency Branch within A/DCSOPS-FR will, through coordination with the field and the HQ staff elements, develop and present to the various personnel proponents INSCOM's positions on a variety of issues, such as career management field restructures, creation and deletion of additional skill identifiers (ASIs) and special qualification identifiers (SQIs), and the evaluation of individual training plans and critical task lists, to name but a few.

The branch will accomplish this by identifying issues and initiatives (from proponents, from the field and from within the headquarters and submit them to INSCOM MSCs for evaluation and feedback. After coordination within the headquarters, a consolidated INSCOM position or recommendation will be forwarded to the appropriate personnel proponent for consideration.

The proponency branch is currently monitoring the proposal for the restructure of the 98 career management field in which INSCOM has played a major role. Currently, because of the recent relocation of the CMF 98 Restructure Task Force from USAISD, Fort Devens, Ma., to USAIC, Fort Huachuca, Ariz., a thorough review of the 98 CMF restructure documentation is underway. Fort Huachuca will keep INSCOM informed of restructure initiatives. The INSCOM Proponency Branch will keep the MSCs informed.

The most important function of the INSCOM Proponency Branch is to maintain communications with INSCOM units and INSCOM soldiers. The branch will keep units aware of the status of pending issues and the results of resolved issues. A constant, two-way flow of information between the proponency branch and soldiers will enable INSCOM to develop sound initiatives and solid decisions.

The INSCOM Proponency Branch offers the opportunity for soldiers and units to present sensible ideas that will evolve into a positive move forward. INSCOM soldiers and units may contact the INSCOM Proponency Branch to present ideas and to check on pending issues.

The INSCOM Proponency Branch is available to address your concerns and answer your questions. They can be reached at DSN 235-1501/2712 or commercial (703) 706-1501/2712. The address is:

COMMANDER, USA INSCOM
ATTN IAOPS-FR-IP
8825 BEULAH STREET
FORT BELVOIR, VA 22060-5246

This article was submitted by the INSCOM Proponency Branch.

Bus Boycott Brought King to World Stage

By Jim Garamone

Sometimes, the simplest act changes the world.

Such was the case in Montgomery, Ala., on Dec. 1, 1955. Rosa Parks, tired after a day's work, refused to give up her seat on a city bus to a white man. At that time and place, it was customary for blacks to give up their seats to whites.

Maybe Parks, a seamstress, was just tired; maybe she was finally fed up with the inequity of it. For whatever reason, her simple act of defiance changed the United States forever.

Her act of civil disobedience also catapulted a young African-American preacher to international fame. On Martin Luther King Jr. Day, celebrated this year Jan. 17, it is important to remember the event.

In 1955, like most of the South, Montgomery was legally segregated. Into this city came 26-year-old Rev. King to become pastor of the Dexter Avenue Baptist Church.

Police arrested Rosa Parks at the next stop on the bus line for disobeying a bus driver. Authorities found her guilty and fined her \$14. But Parks was popular, and her many friends organized a one-day boycott of the transit company.

It was spectacularly successful. Leaders in the community noted that blacks made up 75 percent of the ridership. What would happen if they extended the boycott? Management would have to yield to their demands or go bankrupt.

Black community leaders organized the Montgomery Improvement Association to handle matters related to the boycott. They elected King president of the organization.

From the first, King portrayed the struggle as more than a conflict be-

tween blacks and whites. "This is only a conflict between justice and injustice," he told his congregation. "We are not just trying to improve Negro Montgomery. We are trying to improve the whole of Montgomery. If we are arrested every day; if we are exploited every day; if we are triumphed over every day; let nobody pull you so low as to hate them."

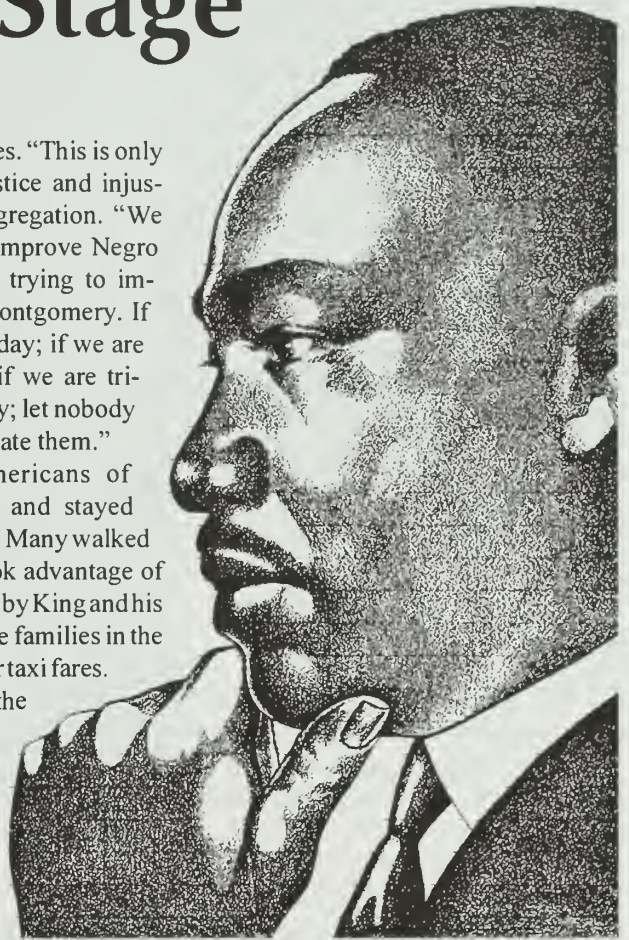
The African-Americans of Montgomery listened and stayed away from the bus line. Many walked or rode bicycles or took advantage of the carpools organized by King and his supporters. Many white families in the city helped with rides or taxi fares.

In February 1956, the authorities arrested King and 114 other black leaders for restraint of trade. They convicted him and ordered him to pay a \$1,000 fine and court costs.

The sentencing only made the African-Americans of Montgomery more determined. The boycott continued through the spring, summer and fall. With each passing month, interest in the boycott grew, first in Montgomery, then throughout the United States, then around the world. The bus company sank into debt.

Authorities arrested King and his supporters for setting up the carpools. Officials maintained the carpools were an unlicensed business. They were on trial when word arrived from Washington that the Supreme Court ruled discrimination in public transportation was illegal. Officials freed King and his associates.

Through it all, King stuck fast to his belief in nonviolence. Even when opponents bombed his home, King cautioned against revenge.



Dec. 21, 1956, was the first integrated day in the transit company's history.

King urged Montgomery's African-Americans to return to the buses with dignity. "I would be terribly disappointed if any of you go back to the buses bragging, 'We, the Negroes, won a victory over the white people,'" he said. "If you do, our struggle will be lost all over the South. Go back with humility and meekness."

King was one of the first African-Americans to ride the integrated bus line. He paid his 15 cents, took the trip and announced, "It was a great ride." ✕

Mr. Garamone is with the American Forces Information Service.

DIA Director and INSCOM Commander Visit FSC

D*o With Less*—The sign outside the logistics office summed up the impression the United States Army Field Support Center made on Lt. Gen. James R. Clapper Jr., director of the Defense Intelligence Agency, and INSCOM Commander Maj. Gen. Paul E. Menoher Jr., as they both made their first visit to FSC.

The generals, who received a unit briefing and tour of the Hanover, Md., facility, on Oct. 25, were impressed that a unit of less than 200 military and civilians could accomplish so much.

Field Support Center is well known by the hundreds of civilians working at the many intelligence organizations at Fort George G. Meade, Md. For several years, the Civilian Personnel Office at FSC has serviced those civilians working within the "INSCOM North" community.

The extent of the FSC mission goes far beyond the CPO. FSC supports the Army element of the Defense Attache System and the Foreign Area Officer Program. This includes the personnel and financial maintenance and support for all Army personnel



U.S. Army photo

Chief Warrant Officer Kenneth Camille (left) briefs Lt. Gen. James R. Clapper Jr. (center) and Maj. Gen. Paul E. Menoher Jr. (right) about the mission of the Army Attache Management Division.

within these special programs located worldwide.

The USAFSC was initially formed in 1957 as the U.S. Army Administrative Survey Detachment (ASD) and was renamed the U.S. Army Field Support Center in 1986. FSC anxiously

awaits the construction of its new facility which will move the unit back to Fort George G. Meade, Md. ✱

Submitted by the U.S. Army Field Support Center, Fort George G. Meade, Md.

KNOW From page 22

assume the classification of the highest level of classified information processed on the system in which it is used. The media must be protected. Always take time to affix classification labels to the media and secure them when finished.

Although a secure telephone, such as STU III, provides the means for secure communications, care should be taken when using it. Keep in mind that possessing the appropriate clear-

ance entitles you to use the secure telephone; however, you must ensure that the individual with whom you are speaking has a need-to-know the information you will be discussing.

Whoever has access to classified information, has an obligation to protect it. Of course, not everyone who casually inquires about your job is a spy. But continued questioning concerning classified information where need-to-know does not exist could indicate a security concern. If you begin to notice this type of behavior, discuss

it with your supervisor, your office security manager, or someone in the Security Office. Remember, the need-to-know principle was developed as a sound security measure to prevent unauthorized disclosures of classified information. Let's all do our part to ensure that it is implemented as intended. ✱

This article was submitted by the Office of the Deputy Chief of Staff, Security, at INSCOM.

Fort Gordon, Here We Come!

The 513th MI Brigade, Fort Monmouth, N.J., will soon pick up stakes and move to Fort Gordon, Ga.

In preparation for this relocation, the next four stories, *513th Move Takes Shape*, *Move Cell Establishes Foundation for Brigade Ops*, *201st Sets Up Mirror Operation of Old Home*, and


Photo by Staff Sgt. Edith Davis



513th deputy brigade commander forward, Lt. Col. Kristi G. Ellefson (left) and Master Sgt. Bronwyn Young, acting brigade forward sergeant major, survey their new territory at Fort Gordon, Ga.

Chess Master Plots Course highlight some of their activities.

The group known as the 513th MI Brigade Forward is already at Fort Gordon to set up house for the Echelon

Above Corps unit being relocated from Fort Monmouth. 

513th Move Takes Shape

By Staff Sgt. Edith Davis

A small contingency of what is to become the 513th Military Intelligence Brigade lands among the signals emanating from this southern area, at Fort Gordon, Ga.

The group, currently known as the 513th MI Brigade Forward, is here to set up house for the Echelons Above Corps unit that is relocating from Fort Monmouth, N.J.

Some 81 soldiers represent four battalions and a detachment. They're working to ensure a smooth—if somewhat magical—transition ... magical in the sense that about 33 soldiers are responsible for everything from renovating barracks to getting the keys to the new home.

One of these magicians is Lt. Col. Kristi G. Ellefson, deputy brigade commander forward.

"I'm responsible for preparing the infrastructure at Fort Gordon to receive the brigade and I also must ensure the soldiers assigned to us are trained and ready," said Ellefson. She has help in that capacity from Master Sgt. Bronwyn Young, acting brigade sergeant major, who arrived in June and established the property and furniture hand receipts.

"The largest part of the work involved is the coordination of issues between the forward element and the brigade at Fort Monmouth. We're trying to mirror the operation here with what's happening at Fort Monmouth," said Young.

"I'm the senior enlisted person on the forward element. I handle day to day soldier issues and network with the various representatives on post.

Those representatives are now being introduced to the 201st MI Battalion, the first to move. The 202nd MI Battalion, Headquarters Detachment and the 297th MI Bn will follow around the spring of 1994.

"The post support has been fantastic. They have provided a tremendous amount of help," said Ellefson. "They've opened the doors to ranges, CTT (Common Task Training) and mandatory training classes so we don't have to try to arrange those activities with the limited staff we currently have.

See 513TH, page 17

Move Cell Establishes Foundation for Brigade Ops

By Staff Sgt. Edith Davis

Scientists study cells of the body to give them an idea of how it is performing. If you study the 513th Military Intelligence Brigade Movement Cell, you would find a body in excellent health.

The three-man team comprising the cell form the middle rung on a ladder for both the "up and down" information net catching all the details of the upcoming move to Fort Gordon, Ga.

"The purpose of the move cell is to ensure the brigade speaks with one voice to the Fort Monmouth, N.J., installation and Fort Gordon. The information from all the staff sections and battalions is funneled through the move cell. This ensures that nothing falls through the cracks," said Capt. William V. Jeffers, officer-in-charge of the cell. "We get information from INSCOM (Intelligence and Security Command) and our communication flows both up and down."



"Good planning, good communication is the main thing," adds Master Sgt. Henry U. Yapias, noncommissioned officer-in-charge. "The bottom line is we're here to support the battalions. They tell us what requirements they have and we take it from there."

So far the cell has taken information from the brain, passed it to the feet, moving the brigade forward. The brigade forward teams are in place and as they coordinate everything from barracks renovation to supply needs with the team, the cell moves further toward the completion of its goal.

"We're one of the busiest sections in the brigade. We don't want to lose sight of the overall objective," said Capt. Willie J. Grate Jr., the third member of the team currently transitioning to a new assignment at Fort Lee, Va.

"Time lines are set so everyone has an idea of what to work from," added Jeffers. "The bottom line was to establish a foundation and deal in terms of basics — food, water, shelter. Now we need to start expanding."

No sooner said than done, as the first of the battalions to move has

Master Sgt. Henry U. Yapias, Movement Cell NCOIC, coordinates paperwork in support of battalion requirements.



Photos by Staff Sgt. Edith Davis

Capt. William V. Jeffers, officer-in-charge of the 513th Movement Cell, ensures that the brigade "... speaks with one voice."

already hit the ground at Fort Gordon. The 201st MI Battalion has approximately 47 advance party members in place, with the remainder of the brigade expected to complete the move by August 1994. And still the work will go on!

"Eighty percent of the brigade will be down there, and projects will still be going on," said Jeffers. "It's a phased operation where we have to prepare for soldiers and make sure they won't have any problems in the transition or with the deactivation experience."

If past experience is the judge, any problems encountered will be swiftly taken care of with a quick fix from the movement cell. ✕

Staff Sgt. Davis is the PAO NCO for the 513th MI Brigade.

201st Sets Up Mirror Operation of Old Home

By Staff Sgt. Edith Davis

While they're a miniature version of the parent unit back at Vint Hill Farms Station, Va., there's nothing small about the work the 201st Military Intelligence Battalion Forward is performing at their new home.

While becoming situated among the signal giants at Fort Gordon, Ga., the small intelligence detachment continues to deliver.

"The main concern was that the advance party would come down and start a mirror image of the battalion back at Vint Hill so there would be no downtime as far as the mission was concerned," said Sgt. 1st Class Walter Crossman, operations sergeant.

"We cleaned up the battalion headquarters and the barracks, procured furniture, and begged and borrowed whatever else we needed. At the same time our soldiers here are working in their fields, and we're almost to the

point where everything is under control."

It can be a giant task for the battalion to live in two worlds. Crossman deals with the three companies that make up the 201st located at Vint Hill Farms Station, who will maintain the training records and supplies until the main body moves, and he still has to run the new operations at Fort Gordon.

Noncommissioned officer-in-charge, Sgt. 1st Class Archie T. Justice helps him keep it under control.

"The separation from the battalion is the difficult part," said Justice. "You can have the unexpected happen and there are a lot of things that come up. But we've been pretty inventive in procuring everything from a flashlight to whatever else we need."

Whatever else they need isn't the ability to adjust. Crossman said of the area, "So far I'm really pleased. I expected to come down and see lots of swamps. I was pleasantly surprised, and the soldiers I'm directly responsible for have adjusted. Still, some of the things have surprised them but they all seem to like the area." ✕

Staff Sgt. Davis is the PAO NCO for the 513th MI Brigade.



Sgt. 1st Class Walter Crossman (right), 201st MI Brigade operations sergeant, discusses movement data with Spc. William L. Peer Jr.

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That's helped us tremendously in trying to stay maintained and ready and we appreciate it."

"You have a lot of soldiers working outside of their MOS (Military Occupation Speciality). The challenge

is finding out what their talents are and employing them in that capacity as well as allowing them to work in a meaningful way in their field or speciality," she said.

The deputy commander adds, "You have to be very flexible. There are a number of changes that occur. We have a minimum staff who are doing a

fantastic job. They may not be working in their specific MOSs, but everyone is meeting the challenge." ✕

Staff Sgt. Davis is the PAO NCO for the 513th MI Brigade.

Chess Master Plots Course

By Staff Sgt. Edith Davis

White's queen bishop to black's king knight three ...

In the upcoming months, the 513th Military Intelligence Brigade will begin to resemble a giant chess board complete with pieces to place and strategy to formulate plans. Already the unit is gearing up to move from Fort Monmouth, N.J., to Fort Gordon, Ga., home of the Signal Corps.

Forward Brigade Movement Officer, Capt. Elijah R. Naylor, the first soldier to be assigned in the unit's new location, is currently responsible for movement coordination. He arrived from Yongson, Korea and proceeded to set up the board.

"I'm here to enhance a smooth transition," said Naylor. "I handle everything from the dining facility and

barracks coordination to the design and renovation of admin space."

The brigade will possess a sizable amount of space consisting of 10 buildings, four allocated for troop barracks to be located a few blocks from the Signal Towers.

Instead of pawns and rooks, the pieces will be three of the four battalions with the Foreign Materiel Intelligence Battalion remaining at Aberdeen Proving Ground, Md.

The 201st MI Battalion, now located at Vint Hill Farms Station, Va., is an element of the 513th MI Brigade. It will be the first to relocate to Fort Gordon. The entire battalion is scheduled to complete the move sometime around the May 1994 time frame.

The Headquarters Detachment and the 202nd MI Battalion, currently at Fort Monmouth, N.J., will begin their

move in April, 1994 with the Brigade Headquarters — the 297th MI Battalion will close by Aug. 1, 1994. With so much involved, the movement officer is not faltering in his game.

"My next request is a staff so I can establish a Personnel Administrative Center and start the work involved," said Naylor. "Logistics will be the next big issue — the operations and everything else we'll deal with as personnel come in."

As personnel come in, they'll find they're ahead of the game with the movement officer leaning over the board in earnest. ♘

Staff Sgt. Davis is the PAO NCO for the 513th MI Brigade.



Photo by Staff Sgt. Edith Davis

Capt. Elijah R. Naylor, 513th MI Brigade Forward, is the movement officer, responsible for coordination of the unit's move from Fort Monmouth, N.J., to Fort Gordon, Ga.

The Papuan Campaign: **'Take Buna, or Don't Come Back Alive'**

By Dr. John P. Finnegan

The general was old, with a flair for the dramatic. In the course of a long and distinguished military career, he had known victory and defeat. Recently, however, there had been mostly defeats. It is, therefore, perhaps explainable that as he paced the wide verandah of his headquarters at Government House in Port Moresby, New Guinea, he was moved to give a stellar performance.

The United States Army's first major offensive in the Southwest Pacific had bogged down, he told his corps commander. For the first time in his life, the general went on, he had heard of American soldiers throwing away their arms and running from the enemy. The fighting spirit of the troops engaged in the Papuan campaign had to be restored. The responsible division commander must be sacked, all ineffective subordinates purged.

If necessary, sergeants would be placed in command of battalions; corporals of companies. To make the situation right, the corps commander would immediately go to the front lines and take charge of operations.

So it was that Gen. Douglas MacArthur gave I Corps commander, Maj. Gen. Robert L. Eichelberger, the most succinct mission-type order in American military history: "Take Buna, or don't come back alive."

After having been driven from the Philippines in March 1942, MacArthur assumed command of all Allied Forces in Australia as Supreme Allied Commander, Southwest Pacific Area. His

responsibilities were great; his assets scanty. Australia was at the end of a hugely extended communications line from the United States; most Australian forces had been redeployed outside the country to support the needs of the British Empire, and defeat of Germany had the highest priority on American resources. And MacArthur had to concern himself with matters outside Australia proper.

The outlying glaxis of Australia's defenses lay to the north: the vast tropical island of New Guinea, 1,500 miles long, odd-shaped like a creature from Jurassic Park, and thinly populated by Melanesian natives still locked into a Stone Age culture. The north coast of this huge island was exposed to attack from the great Japanese base of Rabaul; in March the Japanese had established themselves at Lae and Salamua.

The key position in New Guinea, however, was Port Moresby, the capital of the Australian territory of Papua (eastern New Guinea). Port Moresby was on the south coast, shielded from land assault by the great fog-covered range of the Owen Stanley Mountains that ran from west to east across Papua like some dinosaur's spine. Should Port Moresby fall, however, land-based aircraft could threaten Australia itself.

A Japanese attempt to capture Port Moresby by sea was turned back in May 1942 in the Battle of the Coral Sea. As the balance of power improved in the Pacific following the Battle of Midway in June, MacArthur and Adm. Chester Nimitz, his Navy counterpart in the Pacific, contemplated interlocking offensives of their own: a pincer

attack from New Guinea and the Solomon Islands would crush Rabaul.

Unfortunately, this would have to be done on a shoestring; the Navy was still short of ships, and although MacArthur had been reinforced, he still had only two Australian and two American divisions in hand. His U.S. units consisted of the 32nd and 41st Infantry Divisions, subordinated to I Corps. Meanwhile, the Japanese acted first. On July 22, a landing force bounded down the coast to Buna, directly opposite Port Moresby on the north coast of Papua, then began a daring march against Port Moresby over the Kokoda Trail that led across the towering Owen Stanley Mountains.

The Japanese venture did not succeed. It, too, had been launched on a shoestring. Logistics posed an insuperable problem. The Japanese vanguard got to within 30 miles of Port Moresby, but then stopped and pulled back on Sept. 18. Distracted by the American invasion of Guadalcanal, the Japanese Army decided to regroup its battered forces at Buna.

MacArthur counterattacked in turn: the 7th Australian Division chased the Japanese back down the Kokoda trail, while the 32nd Infantry Division moved to the outskirts of Buna by land, sea, and air. Two battalions marched through the jungle, to their considerable detriment; MacArthur's Fifth Air Force ferried in a whole infantry regiment to an undefended airfield; luggers and other small craft moved troops along the north coast from Milne Bay at the eastern tip of New Guinea.

By Nov. 16, it appeared that the Allied Forces had penned the Japanese against the sea on a 20-mile front between the villages of Buna and Sanananda, and were ready to move in for the kill. The veteran 7th Australian Division would advance on the left, the U.S. 32nd Infantry "Red Arrow" Division on the right.

Appearances were deceiving. Allied commanders at all levels had underestimated the enemy and overestimated the capacities of their own troops. Maj. Gen. Charles Willoughby, MacArthur's G2, thought that Buna was held by 1,500 to 2,000 Japanese troops. In actuality, there were 6,000. Although most were service troops or convalescents, they were heavily entrenched and could be rapidly reinforced by sea from Rabaul. Maj. Gen. Edwin F. Harding, the 32nd Infantry Division commander, felt that taking Buna would be "easy pickings." He proved to be terribly mistaken.

The "Red Arrow" division he commanded was a National Guard unit originally slated for deployment to Northern Ireland, then hastily rushed to Australia. The unit all too accurately reflected the state of the "Not Ready For Prime Time" American Army that was all that the country could field in 1942. The division was understrength and had not yet reached full combat readiness. It had received no training in jungle warfare, and only two of its regiments had arrived in New Guinea. In a final blow, the division lost all of

its heavy equipment at the outset of the battle when the Japanese air force sank an unescorted supply convoy. Rations and communications gear also went down with the ships.

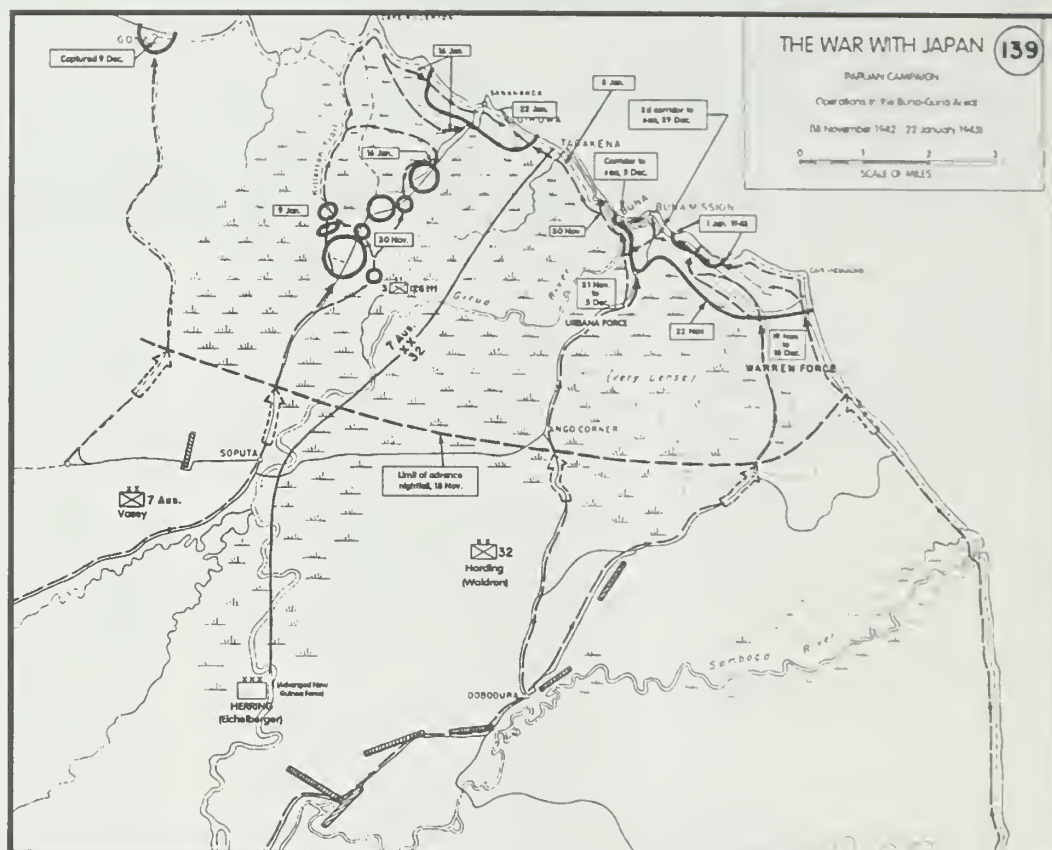
Raw American troops thus found themselves fighting an infantry battle in a disease-ridden jungle at the end of a tenuous line of communications under constant threat of air attack. They were unsupported by tanks or adequate artillery: the division had only one howitzer of its own, plus a dozen or so field guns borrowed from the Australians. Swampy terrain channeled advances into narrow corridors covered by crossfire from well-protected and cunningly-camouflaged Japanese pillboxes.

Meanwhile, the newly-formed Japanese 18th Army at Rabaul reinforced Buna with infantry landed by destroyers. Battered, demoralized and fever ridden, the "Red Arrow" bogged

down before Buna. The Australians were not slow in criticizing what seemed to be a lackluster performance by their American allies.

Back across the Owen Stanley Range at his headquarters at Port Moresby, MacArthur helpfully ordered Harding to attack Buna "... regardless of cost." When this appeared to produce no results, he ordered in Eichelberger.

The I Corps commander and his chief of staff arrived at the Dobodura airfield on Dec. 1. At first, Eichelberger was hopeful that he could save the situation without relieving Harding, who had been a former West Point classmate. A visit to the front disabused him. Harding had divided his command into two task forces, WARREN on the coast and URBANA in the center. Eichelberger's hasty inspection of the task forces proved to be disconcerting.



There was "... no front-line discipline," he reported, "and forward elements had lost all cohesion. I found units scrambled like eggs."

Line companies at the front were down to a strength of 65 men, and troops were living on two cans of cold C-rations a day. "The front lines were weak and the rear areas strong," he commented dryly. Commanders seemed to be doing nothing to redress the situation. All in all, the general found, "... a very pallid siege was being waged." Eichelberger acted swiftly: he

***'Hasten your preparations,'
MacArthur urged
Eichelberger from
his headquarters,
'... and when you
are ready, strike,
for as I have said,
time is working
desperately against us.'***

relieved Harding, both task force commanders, and five out of six of the battalion commanders.

Eichelberger demanded reinforcements and more supplies, and aggressively pressed the attack, leading from the front. Casualties were high: Harding's replacement as division commander was shot on Dec. 5; his replacement wounded 10 days later. Five Bern gun carriers obtained from the Australians lasted only 20 minutes when committed to action. American forces regrouped and continued fighting.

"Hasten your preparations," MacArthur urged Eichelberger from his headquarters, "... and when you are

ready, strike, for as I have said, time is working desperately against us."

The 32nd's Third Regiment finally arrived on the scene, followed by tanks and Australian reinforcements. The supply situation improved, as did the effectiveness of American air support.

Still, the situation seemed in doubt. On Christmas Day, MacArthur told an Australian subordinate back in Port Moresby that, "If we do not clean this position up quickly, I will be finished."

A little later, discouraged by renewed Japanese air attacks and continued failures on the ground, Eichelberger fretted about the possibility of "... an American military disaster." This time, however, there was real light at the end of the tunnel. Under the weight of American air attacks, the Japanese could no longer resupply their forces, and although their troops fought with fanatical bravery, WARREN and URBANA forces finally linked up on the coast.

The beginning of the New Year witnessed the fall of the Buna position. On Jan. 8, 1943, MacArthur flew back to Brisbane, Australia, and issued a celebratory communique indicating that the Papuan campaign was in its "final closing phase."

Eichelberger knew better. He was now commander of Advanced Allied Forces, New Guinea, commanding both the 7th Australian and U.S. 32nd Infantry Divisions, and if Buna had fallen, there were still 7,000 Japanese defenders left at Sanananda. In the face of MacArthur's communique, Eichelberger felt he might have been left holding the bag.


Fortunately, by this time, Allied experience, equipment and combat effectiveness were all growing, while the Japanese were completely out of rations. Reinforced by a regiment from the U.S. 41st Infantry Division, the Australians succeeded in reducing Sanananda on Jan. 22. As the Army's official campaign history notes, the

Papuan Campaign thus came to an end exactly six months after it had begun.



The general was old, with a flair for the dramatic, and a lifelong tendency to enhance the image of his victories in the press. The Republican presidential nomination for 1944 was still open, and there was always the possibility that a grateful and enlightened electorate might once again elevate a military hero to the highest office in the land. Therefore, in his wrap-up communique on the campaign, Gen. Douglas MacArthur took pains to assure the American people that "... our losses were small because time was no object."

Unfortunately, this was not exactly the case. Time had been very much a factor, and the losses were not small. The Australian and American forces involved had suffered 8,500 battle casualties (mostly Australian) and 27,000 cases of malaria. One out of every 11 soldiers engaged had been killed, triple the rate of the hard-fought Guadalcanal campaign. The 32nd Infantry Division had been wrecked; it would require almost a full year of retraining and rehabilitation before it could be returned to combat. Still, Papua had been liberated, and a Japanese division wiped out.

Moreover, essential lessons had been learned. The next time American forces engaged the enemy in the Southwest Pacific, they would profit from the grim experiences of the Papuan campaign. And Gen. Eichelberger had managed both to capture Buna and to come back alive. 

Dr. Finnegan is a historian with the INSCOM History Office.

Understanding the 'Need-To-Know' Principle

Do you know that many of the most damaging espionage cases in the last decade were carried out by "insiders" — fully-cleared individuals with access to classified information?

Do you also know that in almost every case, these insiders gained access to additional information by circumventing the need-to-know principle? How did these insiders sidestep the need-to-know principle? They did so by taking advantage of their co-workers' failure to properly control access to the classified information for which they were responsible.

What "is need-to-know?" It is the determination by an authorized holder of classified information that access to the information is required by another appropriately-cleared individual to perform official duties.

Several espionage cases in the last decade have revealed the importance of the need-to-know principle. By violating the principle, individuals can easily obtain information which deals with areas other than their own area of responsibility.

Many people encounter situations in the conduct of their daily duties which cause them to question whether or not an individual needs to know certain information they have under their control.

Suppose for a moment that your organization is involved in a very sensitive classified project. An individual from another organization calls you and inquires about the project. You

know he is fully cleared, but you're not sure whether or not he should be given classified information about the project. You certainly don't want to appear to be unresponsive or disrespectful to the individual. What should you do?

Determination of need-to-know is the personal responsibility of everyone, but if there is any doubt in your mind as to the individual's need-to-know, you should always check with your supervisor before releasing any classified information. In the example above, the individual should be denied access to the project information until you are able to determine his need-to-know or seek guidance from your supervisor.

Another area where we overlook the need-to-know principle is in discussing our specific job projects with co-workers. In many instances when we are having a "bad day," or if something connected with the project is not going well, we look for a sympathetic individual who will listen to our problems. Frequently, that individual is a coworker. Keep in mind, however, that although our coworkers are fully cleared, they may not have a need-to-know. If you are having prob-

lems, or if you need help, talk to your supervisor or other individuals who are affiliated with the project. Remember, possessing a badge that indicates a clearance does not automatically grant individuals the need-to-know.

At some point in your career, your work will probably involve the use of computers. The need-to-know principle also applies to computers — in particular, to controlling access to classified information on computer systems. A password is one means to prevent such unauthorized accesses. A password should be used only by the individual to whom it is assigned and should never be divulged to co-workers. Remember, when you leave the work area for any length of time, always secure the system by logging out. Doing so will prevent unauthorized access to your classified or sensitive data.

Keep in mind that computer media (e.g., diskettes, tapes, cartridges) see **KNOW**, page 14



A Look at Enlisted Centralized Promotion Boards

About three times a year, the home of Army administration, Fort Benjamin Harrison, Ind., plays host to one of the critical phases in a soldier's career progression: an active-component enlisted centralized selection board.

The enlisted centralized promotion system has relied on the Harrison-based boards since January 1969 for sergeants major, since March 1969 for master sergeants, and since June 1970 for sergeants first class.

With that long history of operation, how is the system faring, how much has it changed and how much is expected to change, now that the Army is operating in a drawdown mode?

Those questions and others have prompted Lt. Col. John Schwarz of the Army's Office of the Deputy Chief of Staff for Personnel to offer an overview of the selection process to those with little knowledge of it, or with too many misconceptions about it.

The process of convening boards, assembling their deliberative panels, evaluating candidates' records, etc., represents "not some deep, dark secret," Schwarz said. "It is a deliberate, well-defined process that has served the Army well for more than two decades."

Even so, he noted, the personnel community does continue to receive queries from soldiers perplexed about some aspect of the process. To help clear up any lingering confusion or doubts, he recently offered the following set of questions and answers:

Q What are the basic objectives of the board process?

A We have four that have remained constant over the years:

- to meet authorized Army requirements by grade and military occupational specialty;

- to fill enlisted vacancies with the best-qualified soldiers;

- to ensure selection of the best-qualified, based on impartial consideration of the qualities of all eligibles in the announced zone; and

- to promote non-commissioned officers based on their potential, as shown by their past performance.

Q Could you explain how the notification process works?

A Well, ODCSPER officials determine when the boards should convene. Soldiers are considered for promotion from a primary zone and a secondary zone. That listing, along with other pertinent board information, becomes part of an announcement from the U.S. Total Army Personnel Command. The announcement goes Army-wide, in the form of an electronic message, about 120 days before the board's convening date. Incidentally, your local personnel service center should have the latest information on future boards.

Q How are the boards organized?

A Each board usually is divided into nine to 10 panels, with four to eight members per panel. Each panel consists of board members in the candidates' career management field (armor, transportation, etc.). For example, panel A might be responsible for reviewing infantry NCO records; panel B votes on armor and engineer records; and panel C looks at the records from field artillery and air defense artillery.

Q Now, what levels of rank are we talking about, among the membership?

A Normally, about 55 to 60 senior NCOs and officers are carefully chosen by Army headquarters to serve as board members. The board president, always a general officer, gets his appointment from the Army chief of staff. Panel chiefs are drawn from the rank of colonel. For boards convened to select command sergeants major and sergeants major, brigadier generals may also serve as panel chiefs for the two panels with the largest number of records being considered. As to composition of panels, you'll find command sergeants major and senior officers for CSM/SGM boards. For boards selecting master sergeants and sergeants first class, all panel chiefs are colonels; and command sergeants major, sergeants major and other senior officers serve as board members.

Q Okay, could you give us a “snapshot” of these members’ credentials?

A Board members are senior, experienced soldiers — experts in their fields. They meet specific criteria in terms of demonstrated military professionalism, education and type of assignments. And they reflect the eligible population being considered for promotion as regards ethnic background and gender. Board members also are chosen from all major Army commands, so as to best represent the Army.

Q What kind of “marching orders” apply to the boards’ operation?

A Each board receives from Army headquarters a memorandum of instruction. It specifies how the board should conduct business, later becoming part of the publicly published board results. Both the memorandum and the promotion selection list are available for soldier use after the list is released by Army headquarters; copies may be reviewed at local personnel service centers, where they can serve as valuable feedback for the soldier and his or her chain of command.

Q What is one of the key distinctions between the board-level operation and that which occurs locally?

A We ask candidates to remember that they may not appear in person before a centralized enlisted selection board. Unlike promotions to sergeant and staff sergeant, where the candidate puts in a personal appearance, the promotions ensuing from centralized boards deal solely with the candidate’s records. Boards are tasked to consider the “whole person.” This means they review all qualities and qualifications of the candidate as documented in the official military personnel file.

Q How about some specifics on that records review?

A All right: consider the recently adjourned calendar year 1993 CSM/SGM selection board. As with all centralized boards, it looked at the OMPF performance fiche. That part of the file contains such documents as NCO evaluation reports, academic reports, any Article 15 actions, letters of commendation, award certificates and transcripts of military and civilian education. The board also views hard-copy photographs, the personnel qualification record, personnel data sheet and other authorized documents, including letters addressed from the soldier to the board president.

Q Could you walk us through the decision-making process of board deliberations?

A The first step in selecting a soldier consists of identifying those who are fully qualified for promotion or schooling. The basic question board members ask themselves goes like this: “If I had full authority, whom would I select for advancement from this list?” The next step entails further selecting from the “fully qualified” those who are best qualified for promotion.

Q Do any numerical restrictions apply?

A The total number selected is limited only by the “select objective” number; that is, the maximum number that may be selected. Simply stated, the select objective refers to the number of NCOs the Army needs to promote in a specialty in order to maintain authorized strength in the future. To determine the select objective for the CY 93 CSM/SGM selection board, the current authorized strength was compared to the current assigned strength, looking 18 or more months ahead. Our outlook shows that we expect to see promotions continue to be steady, and in some cases be higher than historic trends.

Q You’ve given us a broad overview of the process. What other considerations does the board look at?

A Of course, the Army is firmly committed to providing equal opportunity for minority and female NCOs in all facets of their career development, utilization and progression. The board process seeks to achieve a percentage of selection for all gender and race/ethnic categories in each specialty comparable to the selection rate for the number of persons considered in each specialty. Board members are told that if there are any cases where a particular minority or gender group does not fare well in comparison to the overall population, they must explain the situation fully in the board’s after-action report. Equal opportunity has been, and continues to be, a critical priority of the Army. Indeed, about 48 percent of the Army’s NCO corps consists of minority soldiers. The opportunity to excel — to advance oneself — exists for all soldiers.

Q What about the recent use of two promotion lists?

A Right now, our goal is to maintain two overlapping lists. Why? — to allow enough lead time for NCOs to attend school and take part in the NCO Education System before they’re eligible to pin on the next higher rank. The policy also provides promotions when one specialty, but not all, becomes exhausted — so that readiness can be maintained in each specialty. The dual list ensures that soldiers are available for promotion in specialties that are needed, when they’re needed. The CY 92 CSM/SGM list, for example, is projected to go through September 1994, while the CY 93 CSM/SGM list was available December 1993 to promote by specialty, as needed.

Q What else would you like to mention about managing the process?

Analyzing Safety in Drawdowns and Standdowns

By Capt. C. J. Rawls

Of course, we all think about safety during our everyday operations, but what do we think about when we are standing down a unit?

Safety is not what comes to mind. One is usually concerned about getting distribution instructions on equipment or assignment instructions on personnel. *How fast can we get rid of the equipment and the personnel? What reports do I have to do? When can I get the heck out of here?* These are a few of the questions that are usually going through the minds of the leaders involved in the standing down of a unit.

It is rare that *safety* and *drawdown* are used in the same sentence. *Fast* and *efficient* are the words that are used with *drawdown*. Personnel and equipment have always been the focus of safety. This should continue to be the case. Commanders must put the em-

phasis on safety while drawing down. All efforts must be made to ensure that the personnel that are moving the equipment — whether it is on paper or physically — remain cautious and aware of accidents that are waiting to happen.

Commanders need to put aside time for reinforcement of safety at all levels and in every aspect of drawdown operations. For example, a safety standdown day filled with activities surrounding the drawdown of the unit would give soldiers the opportunity to review, rehearse or rewrite safety standard operating procedures.

Perhaps now is not the time to start to write an SOP, but if you don't have one, now is the perfect time to establish procedures on how equipment will be handled. Yes, you may also want to review how to lift boxes, books and desks.

In conjunction with a safety standdown, awards may be given to the unit/soldier that has completed any

phase of the operation with the least injuries. Keeping statistics on the accidents that occur in everyday work duties is already being done. Statistics on injuries related to drawdown would be a great project for the safety NCO/officer.

No, safety standdowns are not new, but having a safety standdown during a unit standdown operation is a thought that catches one by surprise. It is not a routine operation.

Although the unit is pushing hard to dispose of equipment and reassign personnel, and the training has stopped, the soldiers must concentrate on the drawdown. But this is also the time for thoughts of safety to prevail in everyone's minds. If soldiers are led in this direction, the drawdown of every unit will be successful and safe. ✕

Capt. Rawls is with the 66th MI Brigade, Augsburg, Germany.

PERSONNEL ISSUES

A Soldiers should know that each promotion board has a standby advisory board convened in conjunction with it that considers records of those:

- from the primary and secondary zones not reviewed by a regular board;
- from a primary zone that were not properly constituted, because of a material error, when reviewed by the regular board; and
- recommended soldiers on whom derogatory information has developed

that may warrant removal from a current standing promotion list.

Q Speaking of derogatory information, doesn't the centralized selection board's mission include decision-making on those soldiers who may no longer meet the quality standards for reenlistment?

A Yes, indeed. Let's talk about that in the next installment of this "Q- and-

A" session. It will cover what we call the Qualitative Management Program — whereby NCOs deemed no longer meeting NCO professional standards may be selected for an HQDA-imposed bar to reenlistment. ✕

— *Army News Service.*

DCSCON Employee Named Honor Grad

Randon Jackson, contract specialist for INSCOM's Office of the Deputy Chief of Staff for Contracting, recently earned a distinguished honor graduate designation after completing the Intermediate Post Award — Contract Administration course.

The two-week course was conducted by the Air Force Institute of Technology, Wright-Patterson Air Force Base, Ohio, on Fort Belvoir's home grounds.

The course consisted of the application of laws, statutes, and regulations through text, case studies, and recent court decisions pertaining to the administration of contracts between the government and the contractor.

Jackson said, "Successfully completing (the) class as a distinguished honor graduate is a result and a reflection of the quality of training and guidance that I have received here at INSCOM ... since entering the contracting field three and one-half years ago."

In 1990 Congress passed the Defense Acquisition Workforce Improvement Act, intended to improve the quality of DoD contracting by providing better-trained personnel.



Randon Jackson

"With the downsizing and restructuring of the Army intelligence missions," Jackson continued, "new and unique situations in contract administration are rising. The instruction and group/peer interaction presented through the class have polished and reinforced the skills that I have acquired at INSCOM."

(Phoebe Russo)

FSC Team Places at Ten-Miler

A U.S. Army Field Support Center Team from Fort George G. Meade, Md., placed fifth of 83 teams in the mixed open category at the annual Army Ten-Miler, held in October, in Washington, D.C. The event drew approximately 7,000 participants.

This is the second year that the Field Support Center Team placed a team in the event. This year there were enough FSC members running to form two teams. Several other runners ran on their own for a total of 16 FSC members who completed the 10-miler. Top FSC honors went to Steve Carroll (his second ten-miler), with a time of 62:07; and Kevin Laver, with a personal record of 69:15. William Hammonds, with 70:13, said: "It's not my best; I'll do better next year."

The winning team listed their players as Ron Capps, Randy Hough (team captain), Hammonds, James Donahew, Steve Carroll and Patty McCormick.

(Phoebe Russo)

BOSS Representative Solves Problems

Who's the BOSS? A small, wiry specialist with her mind on the single soldier's welfare.

Spc. Kelly L. Williamson is the BOSS (Better Opportunities for Single Soldiers) representative for the 513th MI Brigade Forward, Fort Gordon, Ga. With the military working to improve

the quality of life for single soldiers, she stays busy.

Devised by leaders who wanted to raise the morale and living conditions of young, unmarried and

unaccompanied soldiers, BOSS began with a focus on leisure activities, but in 1991 it expanded to include every aspect of a soldier's life.

The goal of BOSS is to develop a sense of belonging to the "total Army family," enhancing personal excellence, readiness and retention.

According to the Chief of Staff of the Army, the BOSS Program will:

- Establish single soldier initiatives as a commander's responsibility,
- Expand into every aspect of the soldier's life,
- Review all regulations to ensure quality of life for single soldiers,
- Include their initiatives in the ACOE program.

She is also in charge of concerns with the "2+2" system (bedroom, bath, bedroom, two soldiers to a room) for barracks, which is being implemented Army-wide.

"I think you should be allowed to make your room a little more homey and use your own furniture. But your room should still be up to inspection standards," said Williamson.

Serving as the all-around clerk for the brigade forward, Williamson still manages to be a good BOSS. The program is never far from her mind.

"I think BOSS is a good thing. There should be a program to allow soldiers to get together and to allow open communication on issues. The program has great potential."

(Staff Sgt. Edith Davis, PAO NCO, 513th MI Brigade)



Spc. Kelly L. Williamson

Photo by Staff Sgt. Edith Davis

24-Hour Flu? No Such Thing!

By Rudi Williams

There's no such thing as a 24-hour flu, according to researchers at the Centers for Disease Control and Prevention in Atlanta.

A day-long bout of nausea, diarrhea, vomiting or fever isn't the flu, but more likely something else — foodborne disease, researchers said.

Researchers cited a case where a single egg caused 21 people in a New York community to suddenly become sick. They all had one thing in common: the homemade ziti they had eaten at a baby shower. The filling for the baked pasta dish — made the night before — called for one raw egg. Given the chance to grow and the absence of cooking temperatures high enough to kill them, the salmonella bacteria from a single egg made every guest who ate the ziti ill.

Another outbreak involved African-Americans during the winter holiday season, researchers said. A micro-organism sometimes

present in chitterlings (pork intestines) made 15 young children sick with fever, diarrhea and stomach pain. "Eating the holiday dish wasn't what made them sick," researchers continued, "The illness was passed when the people preparing the food touched their children without carefully washing their hands."

Each year, an estimated 6 million people become ill from food poisoning, and some 9,000 die because something they ate or drank harbored infectious bacteria, viruses or parasites, researchers said.

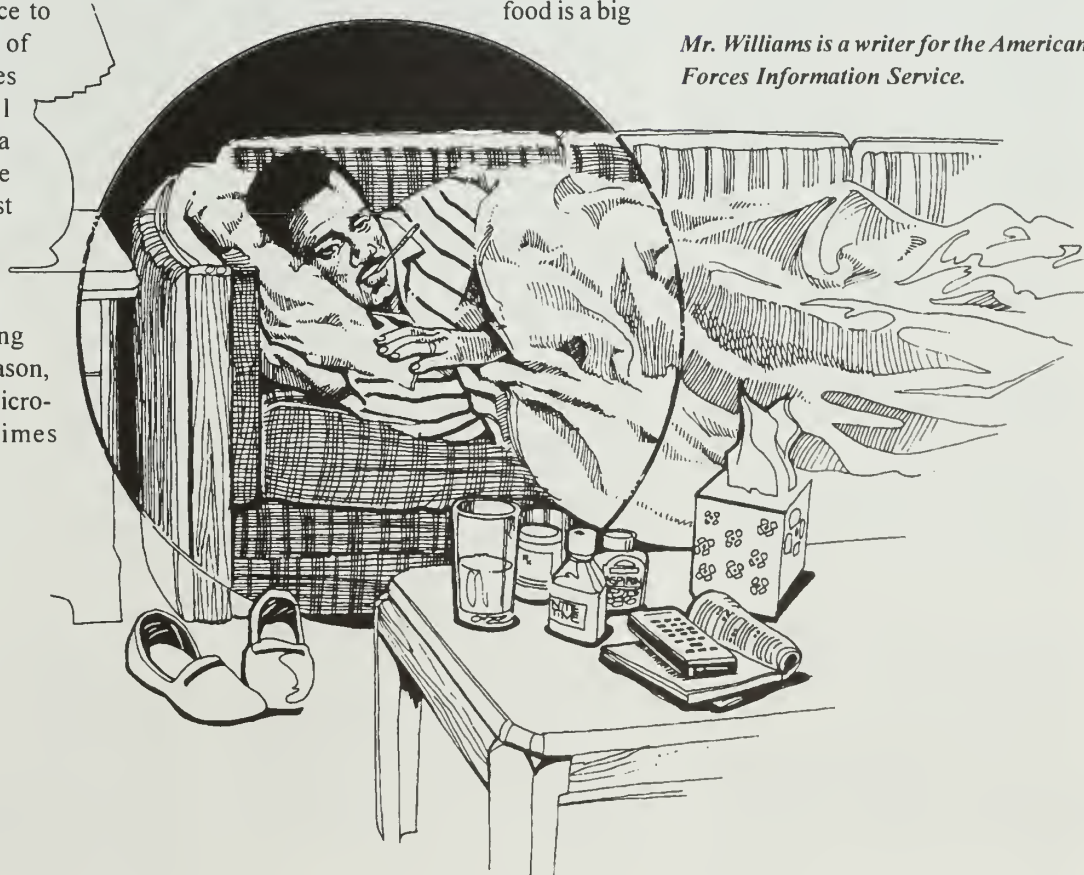
But there is some good news, researchers said, especially during the holiday season when food is a big

event. The single most important way to prevent foodborne disease can be practiced at home.

"Proper food preparation and handling is still the best defense against the more than 250 organisms like salmonella, staph and botulinum that cause foodborne illness," they said. "Thorough cooking kills almost all bacteria, viruses and parasites in food. It remains the single most important step in preventing foodborne disease."

High food temperatures (165-212 F) during cooking kill most food-poisoning organisms. Holding hot foods at 140 F or more until they are served keeps them safe. ❧

Mr. Williams is a writer for the American Forces Information Service.



Department of Defense Civilian Assistance and Reemployment Program

The Department of Defense recently released information regarding the Federal Reinvestment and Transition Initiatives program, which became effective in August. The following is an overview of programs available to military and civilian Department of Defense employees and to those employees displaced by cutbacks in the defense industry.

Separation Incentives

These incentives encourage voluntary separation for reshaping and reducing the Department of Defense civilian work force. Separation incentives include separation pay upon resignation, early retirement and optional (regular) retirement. A lump-sum incentive equivalent to an employee's severance pay entitlement up to a maximum of \$25,000 is paid.

Eligibility: Certain designated DoD civilian employees are eligible for these separation incentives.

Contact: Your civilian personnel office can provide you with a contact.

Transition Entitlement and Benefits

Retirement Programs

Most installations offer seminars/workshops to assist personnel through the retirement process.

Extended Employment for Retirement and/or Health Benefits

DoD components will continue to carry a civilian employee in an annual leave status beyond scheduled separation date if the employee has annual leave remaining and if the employee attains first eligibility for retirement annuity and/or Federal Employee Health Benefits Program annuity coverage. This provision also covers Nonappropriated Fund employees to the extent they would become eligible for their corresponding NAF retirement and health benefits program.

Temporary Continuation of Health Insurance

DoD will pay the government's share of a separated employee's health insurance premium and any applicable administrative fee for up to 18 months from the date of the employee's reduction in force separation.

Annual Leave Savings

Employees permanently assigned to a base designated for closure have the right to accumulate annual leave without regard to existing "use or lose" limitations. This applies to employees permanently assigned to approved bases scheduled to close during the period October 1992 through Dec. 31, 1997. It does not apply to employees assigned to organizations or functions that will continue at the same location even though the rest of the installation closes.

Moving Expenses

Moving expenses are typically reimbursed if you lose your employment through reduction in force and take a federal job in another location.

Outplacement Subsidy

Ordinarily, DoD pays permanent change of station costs incurred by another federal agency when that agency hires a DoD employee in receipt of a RIF notice. To encourage placement of additional employees in other federal agencies, DoD will also pay up to \$20,000 in PCS costs incurred by another federal agency when hiring any DoD employee in a surplus skill category who is subject to RIF but not in receipt of a RIF notice. Eligible employees are responsible for applying for vacant positions in other federal agencies and for advising those agencies of the outplacement subsidy available to them.

Eligibility: Voluntarily separated employees are eligible for these programs.

Contact: Your civilian personnel office can provide you with a contact.

Retraining, Employment and Outplacement Assistance

Job Training Partnership Act

The Job Training Partnership Act provides retraining and assistance in

obtaining employment outside the federal government. Employees may be provided early retraining, relocation and transition assistance, and qualified applicants may apply up to 24 months in advance of the effective date of the closure or realignment. Any DoD employee who has received a Certificate of Expected Separation may apply for the program.

Priority Placement Program

The Priority Placement Program provides mandatory placement rights to other vacant positions within DoD. If the applicant is willing to relocate, opportunities for placement are greater. If the new job requires a move to another location, the cost of the move is paid by the government. If the new job is at a lower grade than the previous job, the current grade is "saved" to the extent the law permits.

However, if a valid job offer is turned down, the applicant will be removed from the Priority Placement Program and entitlements for severance pay cease if separation has not already taken place. Individuals eligible for severance pay must register for the Priority Placement Program.

Reemployment Priority List

If you are a career or career conditional employee, or an excepted service employee with veteran's preference whose employment is not time limited, the Reemployment Priority List gives priority for DoD jobs within your commuting area over certain non-DoD job applicants. Career employees remain on the list for two years from the date of registration; career-conditional employees, for one year.

Preference for Contractor Jobs

If you are an employee at a closing base, you may be qualified and receive preference for job openings with private contractors hired to prepare the location for closure and maintain it

afterwards. Normally, these jobs are in environmental restoration, utilities modification, roads and grounds work, security, fire protection and other efforts.

For information about other opportunities — that is, Job Exchange, etc., contact your civilian personnel office.

Eligibility: DoD employees facing involuntary separation due to base closure or realignment, or as indicated in the particular assistance program listed above, are eligible.

Contact: Your civilian personnel office can provide you with a contact.

Transition Programs for Military Personnel

Information on transition services is generally available at transition offices within military base family centers or Army Career and Alumni Program offices. Information on transition benefits is generally available at military personnel offices.

Preseparation Counseling

Servicemembers are offered preseparation counseling not later than 90 days prior to separation from active duty. Counseling addresses effects of career change, employment assistance, relocation assistance, education or training assistance, health and life insurance, finances, Reserve affiliation and veterans benefits. In addition, service members are offered assistance in developing individual transition plans to meet their education, training or employment objectives. Spouses are encouraged to participate.

Eligibility: Separating servicemembers are eligible for this counseling.

Contact: Contact your local DoD base transition office.

Employment Assistance

Several tools are available to empower servicemembers and their spouses in the job search process.

Transition Assistance Program Workshop

This two- or three-day workshop provides an overview of the job search and addresses skills, work values, goals, resume preparation, grooming, interviewing, negotiations and veterans benefits. Additionally, there is a half-day session for disabled veterans. Within the United States, this workshop is sponsored by the Department of Labor at 197 military bases. This same course is also offered at many overseas government facilities and is taught by DoD personnel. Contact your transition office for schedules.

Verification of Military Experience and Training (DD Form 2586)

This document summarizes the military occupational and training history and, where appropriate, translates into recommended college credit and civilian occupations. This document is provided to separating service members 120-180 days prior to separation. Contact your military personnel office for more information.

Defense Outplacement Referral System

This system is a mini-resume registry and referral system. Servicemembers, DoD civilians and their spouses complete mini-resumes indicating addresses where they can be contacted, date available for work, background, job and location preference, skills and competencies. Registered employers can tap into the system's data base and request resumes by fax or mail. Interested employers should call (800) 727-3677 to register to participate. This program is available at transition offices from 90 days prior to separation or final leave and up to 90 days after separation.

Public and Community Service

This service is a companion database to the Defense Outplacement Referral System of individuals interested in pursuing employment in the public or community service sector. Registered employers can tap into this database and request resumes by fax or mail. Interested employers should call (800) 727-3677 to register. This program is available at transition offices from 90 days prior to separation or final leave up to 90 days after separation. Early retirees must register for the service.

Transition Bulletin Board

This electronic bulletin board accesses over 350 transition offices. It displays want ads, business opportunities, and calendars of events such as job fairs, Transition Assistance Program classes and other training events, information on veterans organizations, products and services, education and training opportunities, etc. Registered employers may place ads on the board directly or by fax. Interested employers should call (800) 727-3677 to register. This program is available at transition offices.

Interstate Job Bank

This Department of Labor product, listing thousands of not-readily-filled jobs across the country and job service points of contact, is provided to transition offices on a weekly basis. This same information and more local/state information is also available at job service offices.

Job Service

The local job service office (state employment service) provides employment assistance services. In many cases, part-time or full-time offices are located on the military base. Check with the transition office to determine if Job Service assistance is available on base, or call the veterans representative at the local job service office.

Job Fairs

The Department of Defense sponsors job fairs in Europe and the Far East annually to assist overseas servicemembers who are disadvantaged in their job search because of location. Employers who can demonstrate 50 provisional job hires and who are interested in participating may call (703) 697-0542. Additionally, many bases in the United States sponsor job fairs. Call the local transition office for more information.

Continuing Services

Counseling services and various job search workshops are provided at transition offices.

Eligibility: Separating servicemembers and their spouses are eligible for these services.

Contact: Local DoD base transition offices are the points of contact.

Veterans Training/Retraining

Servicemembers Occupational Conversion and Training Program

This program is designed to help eligible veterans obtain long-term employment.

Eligibility: This program is for those leaving the service since Aug. 2, 1990, with honorable discharges who do not have skills readily transferable to the civilian work force, who have been unemployed for eight of the 15 weeks prior to application or who have a service-connected disability of 30 percent or more.

Contact: Contact the nearest local Job Service Office or VA Regional Office. VA's toll-free number is (800) 827-1000.

Also see the Job Training Partnership Act. In some states veterans qualify for retraining under this act. Contact

the nearest local Job Service Office or Job Training Partnership agencies for more information.

Retirement Programs

Most installations offer seminars/workshops in addition to those provided by the transition offices to assist service members through the retirement process.

Temporary Early Retirement

To better shape the forces, military services may offer early retirement to members who qualify. The pay formula is 2.5 percent of base pay for each year of completed service, reduced by one percent for each year short of 20 years. Early retirees who take public and community service jobs from validated Public and Community Service Program employers may earn additional retirement credits at age 62.

Eligibility: Military members who have between 15 and 19 years of active service are eligible.

Contact: The retirement or military personnel office or military service headquarters personnel/compensation offices have more information.

Benefits

Montgomery GI Bill

Servicemembers have an additional opportunity to enroll in the Montgomery GI Bill. An applicant must meet requirements and contribute \$1,200 prior to separation.

Full Health Care

Separating servicemembers with under six years of service have full health care for 60 days; those with over six years of service retain their health care benefits for 120 days.

Conversion Health Policy

All separatees have the option to buy a conversion health policy for up to 18 months. Optional-purchase coverage for pre-existing conditions is provided if they convert to a health policy.

Commissary and Exchange Privileges

There is a two-year extension of commissary and PX privileges.

Morale, Welfare and Recreational Privileges

The revenue-generating facilities, excluding child care, may be used for two years after separation.

Quarters Extension

Quarters extension is provided for 180 days in family housing on a space-available basis; the rental rate equates to the housing allowance.

Household Goods Storage

Voluntary separatees may store household goods for six months; eligible involuntary, Voluntary Separation Incentive and Special Separation Benefit separatees may store goods for one year.

Travel to Home of Record (moving costs)

Separating soldiers with under eight years of service are provided moving costs to home of record.

Travel to Home of Selection (moving costs)

Those with over eight years of service are paid moving costs to home of selection.

Permissive TDY

Ten days or 30 days' excess leave is provided for all separatees.

Transition TDY combined with Permissive TDY

Separatees are entitled to last permanent change of station TDY ben-

efits to look for jobs or homes. Those stationed within the continental United States have 20 days; those stationed outside the United States have 30 days.

Continued Enrollment in Department of Defense Dependents Schools

Continued enrollment in DODDS is allowed for 12th graders, if the 11th grade was completed prior to the sponsor's separation.

Non-appropriated Fund Hiring Preference

A one-time hiring preference in nonappropriated fund activities such as commissaries, exchanges and clubs is provided.

Guard/Reserve Unit Affiliation Preference

Separatees have priority placement on applications to Guard or Reserve units made within one year after separation.

Eligibility: Certain involuntary separatees, Voluntary Separation Incentive and Special Separation Benefit recipients are eligible.

Contact: Local base military personnel/compensation offices can provide information on these benefits.

Defense Contract Employee Programs

- Job Training Partnership Act Dislocated Worker Programs
- Defense Diversification Program
- Defense Conversion Adjustment Program

The above programs are operated by the Department of Labor's Employment and Training Administration, using funds from the Department of Defense.

These programs provide training and readjustment assistance to workers and military personnel dislocated by defense cutbacks and closure of military facilities. They also provide planning support and conversion assistance for diversification of affected facilities within an area impacted by reductions in military expenditures or closure of military facilities.

The programs are tailored to meet the participant's individual needs, and emphasis is placed on long-term training (both educational and occupational) that will make the dislocated worker competitive in the work force of the future.

Retraining Services

Those needing them are provided with classroom, occupational skill and/or on-the-job training. Basic and remedial education, entrepreneurial training and instruction in literacy are also available; English as a second language may also be provided.

Readjustment Services

These services include outreach and intake programs; development of individual readjustment plans; labor market information; job development; job search and placement; support services, including child care and transportation allowances; relocation assistance and pre-layoff assistance programs.

Needs-Related Payments

Eligible workers who have exhausted their unemployment insurance may receive needs-related payments to help them complete training or education programs. Payments may not exceed the individual's benefits or the poverty level, whichever is higher. To qualify for payments, certain enrollment rules must be met.

Skills upgrading

In addition to the services listed above, skills upgrading may be pro-

vided to currently employed workers in non-managerial positions in order to convert a defense facility and prevent a closure or mass layoff and to replace or update obsolete skills to facilitate re-employment of such individuals. (Defense Conversion Adjustment grants only).

Note: A limited amount of Defense Diversification Program funds may be used to implement high-performance workplace and work force participation systems and new production technologies to assist conversion efforts.

Eligibility:

■ Individuals: Dislocated workers who are unlikely to return to their

Dislocated workers who are unlikely to return to their previous industries or occupations are eligible for ... Defense Contract Employee Programs.

previous industries or occupations are eligible for these Defense Contract Employee Programs. This includes those who lose their jobs because of plant closings or mass layoffs and who have been terminated or laid off, or have received a notice of termination or layoff as a consequence of reduc-

tions in defense spending or by closures of military facilities. Included are:

♦ Civilian employees of the Department of Defense.

♦ Civilian employees of the Department of Energy.

♦ Defense contractors' employees who have been terminated or laid off and who are unlikely to be re-employed in their previous industry or occupation and who are not entitled to retirement or retainer pay related to the termination or layoff.

♦ Military personnel who are involuntarily separated, who are not entitled to retirement or retainer pay related to the separation and who apply for assistance within 180 days from the date of separation.

♦ Grantee Applicants: States, substate grantees established under the Job Training Partnership Act, employers, representatives of employees, labor management committees and other employer-employee entities. Grants may be awarded directly or through the states.

Applications should be submitted to the Grant Office, Employment and Training Administration, U.S. Department of Labor. Applications must be submitted in accordance with the application procedures published annually in the Federal Register by the Employment and Training Administration.

Contact: The local agency in your area that administers Job Training Partnership Act programs or your nearest state employment service office will have information. Or you may contact:

**U.S. Department of Labor
Employment and Training
Administration**

Office of Worker Retraining and Adjustment Programs

Room N-5626

**200 Constitution Avenue, N.W.
Washington, DC 20210**

or call (202) 219-5577.

♦ The amount of the grant varies with the project.

♦ There are no matching funds available.

♦ Defense Conversion Adjustment demonstration grants are periodically awarded for innovative projects. Notices for these grants are published in the Federal Register.

Troops to Teachers Department of Defense

This program awards grants to and assists separating employees in obtaining certification as elementary and secondary school teachers or teachers' aides in schools that serve a concentration of low income families. It also awards grants to local education agencies and assists with placement of separating military and civilian employees in schools with shortages of teachers and teachers' aides. The emphasis is in the areas of math and science.

Education Agencies

Chapter 1 schools with a concentration of low income families that are located in states offering an alternative program for teacher certification and that are experiencing a shortage of qualified teachers are eligible. The agencies must be willing to enter an agreement with DoD to employ a certified program participant for not less than two consecutive years in a low income school within its jurisdiction.

Eligibility:

■ Individuals: Separating Department of Energy and DoD military or civilian personnel and displaced scien-

tists and engineers of defense contractors who lose their jobs as a result of reductions in defense spending are eligible for this program. A baccalaureate or an advanced degree (not necessarily in education) is required for applicants for teacher certification, while an associate degree or higher is required for teacher's aide applicants.

Applicants must be positive role models and willing to obtain certification or licensure as an elementary or secondary school teacher or teacher's aide and to accept an offer of full-time employment as an elementary or secondary school teacher or teacher's aide for not less than two years. A stipend will not be paid to those entitled to Special Separation Benefits or Voluntary Separation Incentives.

Contact: The point of contact is the Defense Activity for Non-Traditional Education Support, (800) 452-6616/6617.

Preliminary Application

Preliminary applications to the program may be made by contacting DANTES and expressing an interest in pursuing employment as an elementary or secondary school teacher or teacher's aide.

When to Apply

Servicemembers must apply prior to termination from military service. Civilians must apply no later than 30 days after termination.

Local Base/Installation Education Centers and Transition Centers

Information and counseling on teacher training and certification, including alternative certification requirements, are available at these facilities.

Public and Community Service

The Public and Community Service Personnel Registry enables personnel to place a mini-resume on an

international network that is available to school systems throughout the country needing teachers. This same network has listings of specific teaching openings at school systems throughout the country.

Size of Grants

\$50,000 is the maximum total for two consecutive years of service for local education agencies.

For Separating Employees

For separating employees, \$5,000 is the maximum per individual for certification.

Note: Alternative certification is teacher certification or licensure requirements that permit a demonstrated competence in appropriate subject areas gained in careers outside of education that may be substituted for traditional teacher training courses.

Community Service — Defense Conversion Assistance Program

Department of Defense

This program offers grant competition to fund programs that will address, in a visible and measurable way, the compelling needs created by the Department of Defense conversion process. The intent is to create and/or expand service activities that recruit participants from, and serve residents of those areas affected by the defense downsizing of military bases and related industry. The program places particular emphasis on activities which address the human, educational, environmental and public safety needs.

The primary emphases of the Defense Assistance Conversion Program are to:

- Fund high quality service activities that target needs specifically identified with the defense downsizing

process in areas directly affected by military cutbacks; and

- Enable military and civilian personnel affected by military cutbacks and residents of areas affected by downsizing to make a sustained commitment to national and community service.

Eligibility: State and local governments, the District of Columbia, Indian tribes, Puerto Rico, the Northern Mariana Islands, Virgin Islands, Guam, American Samoa and Palua, institutions of higher education and public or private nonprofit organizations are eligible for this service.

Applicants must have a proven track record in community service, but the proposed activities may be newly designed or expanded to meet the aims of this project.

Contact: The point of contact is: Commission on National and Community Service
529 14th St., N.W., Suite 452
Washington, DC 20045

or call (202) 724-0600, or fax (202) 724-0608.

Size of Grants

Approximately \$10 million is available. Individual funding levels will depend on the size and scope of the proposed service activities. However, the commission expects to award from five to eight grants with funding levels ranging from \$500,000 to \$2 million.

Application deadline for the 1993 round of grants has passed. The annually funded program will be available again this year; application deadlines have not been determined. ❧

Information for this article was obtained from the Defense Reinvestment Assistance Task Force, Office of the Undersecretary of Defense (Acquisition and Technology).



News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians

Compiled by Maj. Donna L. Walthall

New Dental Command Activated

A Provisional U.S. Army Dental Command was activated Nov. 3, as one of the first steps toward reorganizing the Army's Medical Department. The command is headquartered at Fort Sam Houston, Texas.

Medical and dental care for Army beneficiaries will be organized under seven geographical support areas. Overseas areas will not be included in the DENCOM immediately, but may be added later, officials said.

Col. Patrick D. Sculley, director of Dental Services at U.S. Army Health Services Command, is commander of the new DENCOM. On Oct. 1, the Provisional U.S. Army Medical Command was established to allow the AMEDD to integrate the functions of Health Services Command and those of the Office of the Surgeon General. The Provisional DENCOM is part of that new command.

(Army News Service)

Army Leases Disney Inn

Soldiers now have an Armed Forces Recreation Center in the United States — the Sunshine State, to be precise.

The Army is leasing the Disney Inn at Walt Disney World in Orlando, Fla., as an AFRC. The 288-room Disney Inn will be renamed "Shades of Green on Walt Disney World Resort."

Establishing an AFRC in Florida is part of the post-Cold War plan to have more soldiers based in the conti-

nental United States. Its location was based on a survey, which showed Orlando "to be the number-one vacation destination in America," said Maj. Linda Ritchie, Army spokeswoman.

No taxpayer dollars will be involved in this project. Hotel earnings will pay for all its operations, and since the hotel will be completely Army-run, it must be restaffed — opening up 200 new jobs in the area. Disney employees currently at the inn will remain with the corporation but be assigned to other facilities, Ritchie said.

The AFRC system includes hotels in Germany, Hawaii and Korea. "Shades of Green" is expected to open its doors to servicemembers Feb. 1. Patrons can start making reservations as early as Nov. 25; call (407) 824-3600 or fax (407) 824-3665.

(Army News Service)

New Captains to Get Earlier Pin-on Point

First lieutenants eligible for promotion and serving in the Army competitive category have a bit of good news in this era of force drawdown: the shortening of their time-in-grade requirement by four months.

"The pin-on point for promotion to captain will gradually become four years," said Col. Charles Henning of the Army's Office of the Deputy Chief of Staff for Personnel. "This change coincides with the practice of the other services, and helps us deal with the current shortfall in the captain population — especially branch-qualified captains," he said.

The change also comes at a time directly beneficial to those first lieutenants considered by the captain promotion board convened Nov. 16.

"This board's selections — some 3,300 of them expected for fiscal year 1994 — will begin promotions on March 1, with the entire cohort being completed in about eight months," Henning said. Candidates for promotion should know that "the selection opportunity remains at least as good as last year," he added.

(Army News Service)

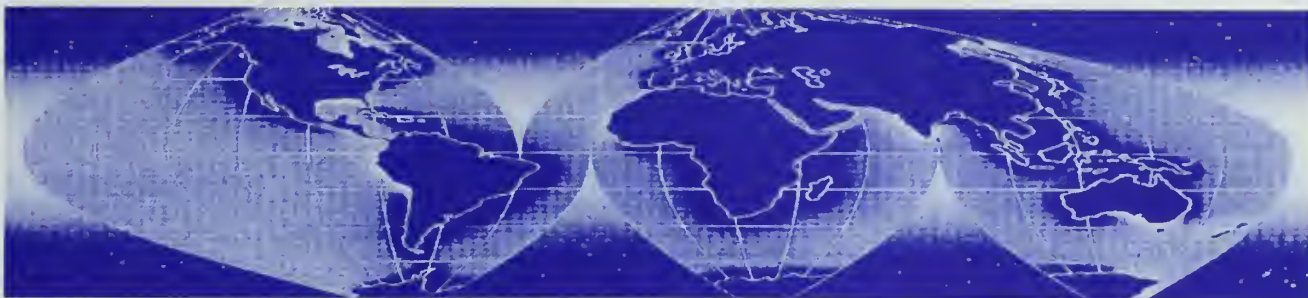
U.S. Blood Supplies Safe in Germany

Blood products used in U.S. military medical facilities in Germany are safe, according to the Office of the Assistant Secretary of Defense for Health Affairs.

U.S. forces in Europe have their own blood collection and processing services. The blood bank for U.S. Army Europe is licensed by the U.S. Food and Drug Administration, and is certified by the American Association of Blood Banks.

So personnel who were treated in U.S. facilities in-country are not affected by allegations that a German firm, UB Plasma, sent tainted plasma products to host-country hospitals. However, anyone who received fresh frozen plasma, cryoprecipitate or coagulation factor concentrates from a host-country hospital since 1985 may be at risk for HIV.

Medical beneficiaries who suspect they received tainted blood products



should go to the nearest military medical treatment facility for evaluation and possible testing for HIV. This includes those who are no longer associated with the military.

(Army News Service)

New Filing Deadlines for CHAMPUS Claims

Soldiers enrolled in the Civilian Health and Medical Program of the Uniformed Services have some new instructions for filing claims. CHAMPUS officials recently announced that, beginning on Jan. 1, all claims must be filed with the appropriate CHAMPUS contractor no later than one year after the services are provided — or, in the case of inpatient care, within one year of the date the patient receives a discharge from the inpatient facility.

(Army News Service)

SDT Scores Reflect College Credit

Self-Development Test scores may now be used to determine credit for college, according to the American Council on Education.

ACE recently reviewed the SDT and found that “colleges and universities reviewing an NCO’s MOS experience for (the) purpose of granting credit should feel confident in granting credit for (SDT) scores of 70 percent or more.”

However, ACE concluded by cautioning educational institutions against

using only SDT scores for recommending academic credit.

In its upcoming newsletter, *The Center Update*, ACE will include an article that tells colleges to check soldiers’ records to verify SDT scores are 70 or better before granting academic credit.

For more information on using SDT scores for college credit, contact the U.S. Army Training Support Center, Fort Eustis, Va., at DSN 927-2441 or commercial (804) 878-2441/2442.

(Army News Service)

Captains Face 1994 RIF

About 680 Army Competitive Category captains will face a reduction-in-force, when the fiscal 1994 captain RIF board convenes in February.

The board will consider Active Duty List captains with a date of rank from Feb. 2, 1989, to March 1, 1990, who have less than 14 years of active federal service as of Sept. 30, 1994. The board will not consider those officers on a promotion list or with an approved separation date through fiscal year 1995.

Officials encourage officers in the zone to consider options such as the Voluntary Separation Incentive or Special Separation Benefit, before the RIF board meets. They should talk with their supervisors and career managers before making a decision, officials said.

The board will not consider for RIF those officers whose separations are approved before the board convenes. However, officers who apply for early separation under this provi-

sion, cannot later withdraw the request.

If VSI/SSB is chosen, the separation date must be no later than Aug. 1, 1994, but no sooner than 90 days after submitting the application. Officers selected for RIF may not then request VSI/SSB.

Affected officers will be notified by the first colonel-level commander in their chain of command, and by memo from the commander of the U.S. Total Army Personnel Command. Sept. 29, 1994 will be the discharge date.

Those selected for RIF are eligible for transition services and benefits. They may request a release or discharge earlier than Sept. 29 to meet a job commitment or to preclude hardship.

An affected officer is also entitled to separation pay under the following conditions:

- He must have completed at least six years of continuous active duty.

- If in the Regular Army, he must request an appointment as a U.S. Army Reserve officer and agree to serve an additional three years in the Ready Reserve. This is in addition to any other service obligations.

- If in the Reserve, he must agree to retain his Reserve appointment and serve three years in the Ready Reserve, in addition to any other service obligation he has.

(Army News Service)



CLASSIC WWII HUMOR RETURNS

WILLIE & JOE *Bill Mauldin*



"Ceiling zero. Visibility zero. Range 200 yards."

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. (Copyright 1946 by Bill Mauldin, used with permission.)

WWII CHRONOLOGY, JANUARY 1944

1 (MTO) Gen. George S. Patton turns over command of U.S. Seventh Army to Gen. Mark Clark, commander of U.S. Fifth Army, to plan for Operation ANVIL as well.

4 (WE) U.S. planes begin flying supplies, under code name CARPETBAGGER, from United Kingdom to underground patriot forces in Western Europe.

11 (G) Strategic air offensive against German aircraft industry and the German Air Force (POINTBLANK), in preparation for OVERLORD, begins. Six hundred sixty-three heavy bombers are dispatched against plants at

Oschersleben, Halberstadt, and in the Brunswick area. Although extensive damage is done, aggressive enemy fighters exact a high price. Total loss is 60 bombers.

15 (U.S.) War Department abolishes Central Defense Command and transfers its functions to the Eastern Defense Command.

22 (Italy) After brief, intense rocket bombardment of beaches, U.S. Fifth Army's VI Corps begins three simultaneous landings in Anzio area at 2 a.m., completely surprising the enemy, who offers feeble resistance. Assault forces reach preliminary objectives by noon and

continue toward initial beachhead line, some seven miles inland.

28 (ETO) Lt. Gen. Omar N. Bradley succeeds Lt. Gen. George Grunert as commander of First U.S. Army.

Event Locations:

ETO - European Theater of Operations
(G) Germany
(Italy) Italy
(MTO) Mediterranean Theater of Operations
(U.S.) United States
(WE) Western Europe

Source: United States Army in World War II, Special Studies, Chronology 1941-1945, Office of the Chief of Military History, Department of the Army, Washington, D.C., 1989.

Calendar of Events

January 1994

*Birth Defects Prevention Month
National Volunteer Blood Donor Month*

- 1 New Year's Day
- 1-7 Universal Letter-Writing Week
- 8 Elvis Presley's Birthday
- 10 National Clean-off-your-desk Day
- 16 National Nothing Day
- 17 Martin Luther King Day (Federal Holiday)
- 23-29 National Glaucoma Awareness Week
- 26 CG's Town Hall Meeting, Fort Belvoir, Va.
- 27 Anniversary of the end of the Vietnam War (1973)

February 1994

*American Heart Month
Black History Month
National Children's Dental Health Month*

- 1 Freedom Day
- 1 Be an Encourager Day
- 2 Groundhog Day
- 6-12 Boy Scouts of America Anniversary Week
- 12-17 XVII Olympic Winter Games, Norway
- 14-18 MI CSM/G2 Conference, Fort Huachuca, Ariz.
- 14 Valentine's Day
- 15 Mardi Gras
- 21 President's Day (Federal Holiday)
- 28 1994 DoD Commanders' Conference, Norfolk, Va. (to March 3)
- 28 Anniversary of the Final Episode of M*A*S*H

—1994—

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FORT BELVOIR VA 22060-5246



Martin Luther King Jr.

Martin Luther King Jr. Day, first observed on Jan. 20, 1986, has evolved into an international observance of his birth in more than 140 countries around the world. The third Monday in January is recognized as a federal holiday observing the slain civil rights leader's birth.



Words may be read straight across, backward, up, down or diagonally.

CIVIL RIGHTS
LET FREEDOM RING
COMMEMORATION
HOLIDAY
ROSA PARKS
ARRESTED
ALABAMA
MONTGOMERY
OPPRESSED
INTEGRATED

ATLANTA
I HAVE A DREAM
RACISM
KING CENTER
SEGREGATION
STRENGTH TO LOVE
MOUNTAIN TOP
JAMES EARL RAY
CORETTA SCOTT
LIVING THE DREAM

DISCRIMINATION
NONVIOLENCE
VIOLENCE
MINISTER
BUS LINES
PROTEST
ASSASSINATED
PHILOSOPHY
MINORITY
LEGISLATION

RIOTS
KING DAY
POVERTY
BOYCOTT
STABBE
MARCH
SELMA
INJUSTICE
SOCIAL CHANGE
LEADER

Compiled by Maj. Donna L. Walshall, INSCOM PAO